

Sales Management

THE MAGAZINE OF MARKETING

Death of Many Salesmen

Why do so many men hired to sell direct fail during the first few months? A personnel expert explains five principal causes and suggests some management cures.

—See Page 37

JULY 15, 1949



THIRTY-FIVE CENTS



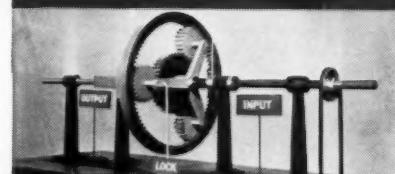
With audiences both small and large, visual interpretations are most effective. It has been the privilege of The JAM HANDY Organization to help design visual aids to help get ideas across, and to help get them used with the greatest effectiveness.

The JAM HANDY Organization

INDUSTRIAL MOTION PICTURES • VISUAL PRESENTATIONS
TRAINING ASSISTANCE • SLIDE FILMS

NEW YORK • WASHINGTON • PITTSBURGH • DETROIT • DAYTON • CHICAGO • LOS ANGELES

Skilled, specialized personnel serve also in the development of—



**CONRAD'S...
COUNTRY STYLE**

HICKORY SMOKED HAMS lb. 69c

With that delicious Home flavor... will make YOU taste me more... *shy.*

**CONRAD'S...
COUNTRY STYLE**

HICKORY SMOKED SAUSAGE lb. 55c

Contains more lean meat.

Will shrink less.

Has a better flavor.

Bulk Sausage 45c

Country Style Link 49c

Breakfast Sausage 52c

CONRAD'S

SAUSAGE CO.

8804 Fenkel
14512 Grand River

UN 3-6868
VE 6-2650

LITTLE ADS- BIG BUSINESS

A YEAR AGO, Gus Spoutz, a retail meat dealer and processor of Hams, Bacon, Smoked Sausage, etc., became enamored of the idea of running a small ad experimentally in the Free Press. His first effort, a four incher, single column, featured an old fashioned smoke house with a "special"—"Smoked Sausage, 59c a lb." They had plenty of sausage—or so they thought. But they weren't prepared at all for the deluge of customers who flocked into their modest stores in Detroit. They

demanded sausage and more sausage. Of course they bought some other items. Conrad's is essentially a neighborhood meat and grocery store—just that. But every week since that first ad, their little copy has run in this newspaper. Today Conrad's does a city wide business . . . customers driving for fifteen miles to buy Hickory Smoked Country Style Hams, Bacon and Sausage, as advertised. Obviously, you have to have "the goods." But hitching "the goods" to the buying urge in 430,000 Free Press homes also helps some too.

The Detroit Free Press

JOHN S. KNIGHT PUBLISHER

Sales Management

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Where Manufactures Gained Most Since '39

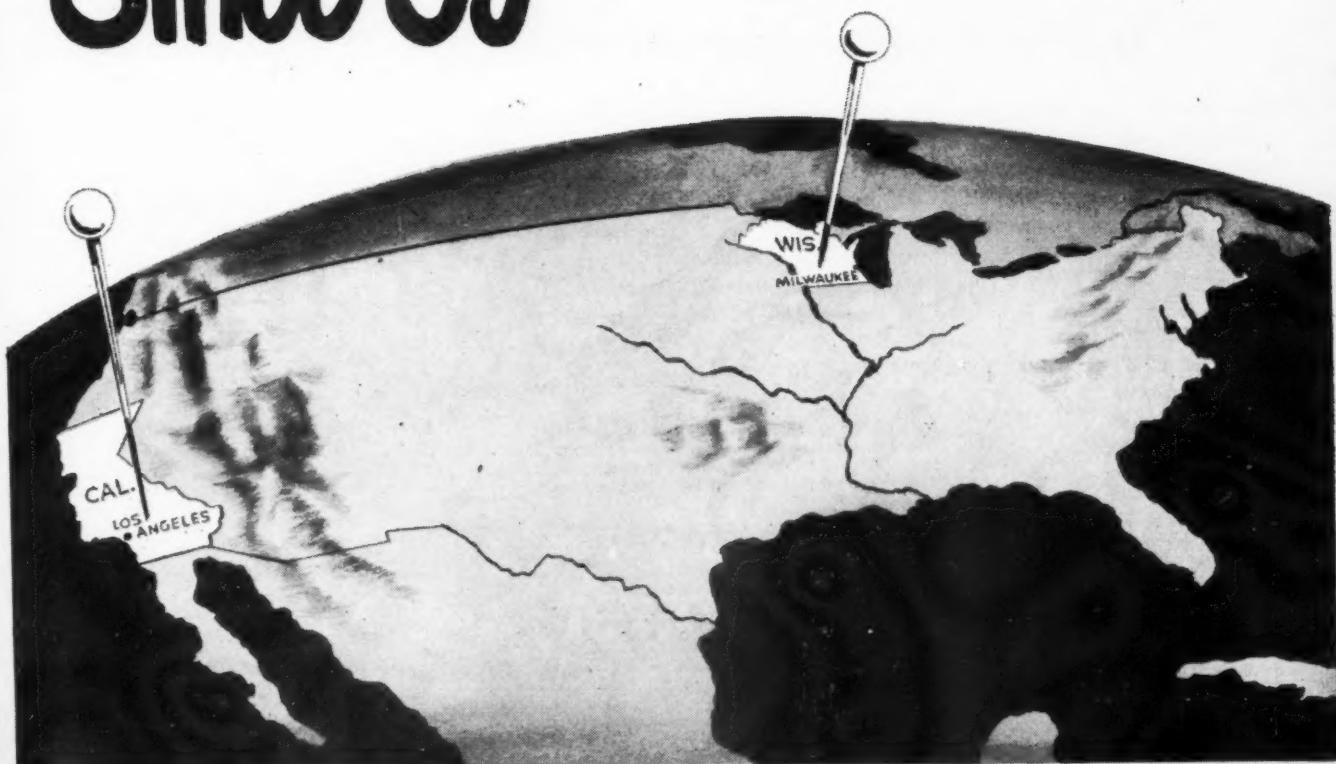
WISCONSIN led all but one state (California) in rate of growth in manufactures since 1939, with increases of 232% in value added, and 72% in employment.

MILWAUKEE led all but one of the major industrial counties (Los Angeles) in rate of growth with gains of 236% in value added, and 85.5% in employment.

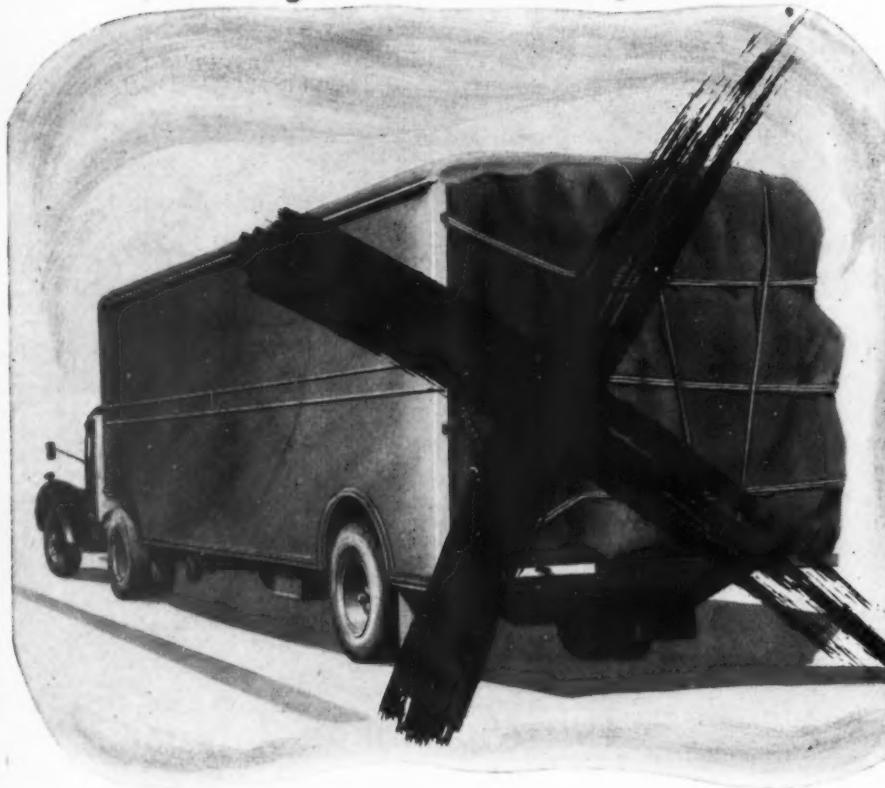
These figures, from the new Census of Manufactures, show why Milwaukee has been 1-2-3 with Los Angeles and Detroit in retail sales gains of cities over 500,000. For a great advertising buy where buying power is high, investigate The Milwaukee Journal, the national leader in retail advertising.

The Milwaukee Journal

Read in 95% of All Homes in the ABC City Zone
April Net Paid—323,046 Daily—416,486 Sunday



No Tailgate Loads when you use Mayflower!



Nothing rides outside on a Mayflower Move!

• Neither you . . . nor your employees . . . need ever worry again about any of their household goods being loaded on a tailgate . . . exposed to the hazards of loss and damage. No Mayflower van from now on will even have a tailgate! When you order Mayflower service you can

be sure every item is safely stowed and protected inside one of Mayflower's specially built weather-proof vans! This is just another fundamental of safe long-distance moving service that Mayflower has standardized for every move . . . every time . . . everywhere!

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



**AERO
Mayflower**
NATION-WIDE FURNITURE MOVERS
America's Finest

SM

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July 15, 1949 Volume 63 No. 2

A
BILL
BROTHERS
PUBLICATION

SALES MANAGEMENT

now...

The Los Angeles Times
has its greatest daily circulation **LEAD**
in the history of Los Angeles newspapers

Los Angeles Times total net paid daily circulation—396,717

Exceeds 2nd paper (morning) by 34,813

Exceeds 3rd paper (evening) by 38,450

Exceeds 4th paper (all-day) by 141,847

In addition, the Los Angeles Times has the largest home delivered circulation in the West. Three out of every four families reading the daily Times have it delivered to their homes.

Sunday Times circulation has reached an all-time high of 813,353.

LOS ANGELES ***TIMES***

REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO

Again leading again

**DURING THE FIRST SIX MONTHS
OF 1949 THE POST CARRIED
MORE ADVERTISING LINAGE
THAN ANY OTHER MAGAZINE**

POST	2,181	pages
LIFE	1,823	pages
COLLIER'S	859	pages
LOOK	655	pages

THE POST CARRIED—

358 more pages than **LIFE**
1,322 more pages than **COLLIER'S**
1,526 more pages than **LOOK**

all others



The first place for advertising

Advertisers continue to select The Saturday Evening Post as America's most vital magazine.

The Post reaches into every corner of our nation. But its circulation alone does not completely explain its tremendous selling force. For the true vitality of the Post lies in the respect readers have for it... the strong confidence it inspires... the genuine affection with which they welcome it each Wednesday.

For this is the stimulus that brings people into the retail stores to buy the very products they have seen on the pages of the Post.

And now more than ever, as the job of selling becomes tougher, America's business leaders recognize this quality of Post greatness.

This is why businessmen continue to place more advertising lineage in The Saturday Evening Post than in any other magazine!

The Human Side

THE FLYING FARMERS

Farmers, if you didn't know it, are taking to the air. The farmer's "Hiram" days are over . . . He's an efficient businessman today and more and more he's discovering that airplanes can simplify work, increase production.

Out in Kansas he's gotten together with other aviation-minded tillers-of-the-soil and organized The Kansas Flying Farmers Club. *Kansas Farmer*, one of the Capper publications, realized as early as 1945 that more and more of its subscribers were using airplanes to spot stray cattle, saving hundreds of miles of travel by dropping notes directing them to the animals. Realized that in harvest season the farmers with planes were keeping their combines operating continuously despite breakdowns by flying in parts. That they were saving precious acres of wheat from destruction by spotting fires which broke out in the dry season.

So *Kansas Farmer* took its flying subscribers under its wings and helped them to found the K.F.F. The first meeting took place in May, 1945. On that day better than 150 planes flew into Reno County and started the club which has grown to more than 600 plane-owner-farmer members. (Early this year a group of the Flying Farmers flew their planes to Mexico where they presented President Miguel Aleman with 100 pounds of Kansas flour together with an honorary membership in the club. They made headline news all over Mexico and performed their own Kansas brand of good neighbor good-will building.)

Although The Kansas Flying Farmers are the first such organization to have state farm paper sponsorship, people who flew and farmed had been banded into a club in Oklahoma for a year before the K.F.F. was formed. And in Missouri flying farmers had an active club, too.

Kansas Farmer was frankly skeptical about any rousing success when it decided to sponsor the group. They hadn't expected anything like the response they got. On the day when the club was founded the editors and executives who were to meet the group arose at dawn, with serious misgivings, to fly from Topeka to Hutchinson where the meeting was to be held. But when they landed at sun-up they found that almost 100 planes were already there. The owners were brewing coffee on camp stoves and chatting away as though it were a county fair. And by 10 o'clock nearly 200 planes of the puddle-jumper class had joined the group.

The *Kansas Farmer* nose stayed in the K.F.F. business through the appointment of Ed Rupp, an associate editor, who became secretary of the new club.

But by the time the second annual convention rolled around things had gotten quite lively. Hearing that their Missouri neighbors also had some powerful interested flyers in the rural areas, the two groups pooled resources and met together near the Lake of the Ozarks. And with each passing month the K.F.F. initiated more farmers into its club.

Recently one flying farmer persuaded a non-flying crony, who owned a farm nearby, to take a sky cruise over the non-flying farmer's acres.

The 57-year-old non-flyer, who admitted that it was his first time "up" got violently sick. "But not from the air," he says now. "It was just that I had spent 35 years trying to develop the most efficient farm possible and all of a sudden I saw all the mistakes I had made."

He's flying his own plane now. And he says he doesn't know which interests him most—flying or rectifying his mistakes!



FIRMLY ADDICTED to flying for farmers are Ed Rupp, secretary of K.F.F. and associate editor of *Kansas Farmer*, and Charles Howes, also of the publication, here at the office.

THE ONES THAT GOT AWAY

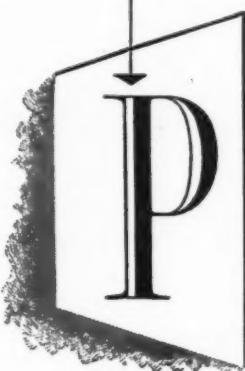
If O.H.P. (Ollie) Rodman, publisher of *Outdoors*, Boston, national magazine of devotees of Izaak Walton, had realized what he was starting when he launched a fish lure-naming contest with pictures of 93 different bait casting plugs in full color on the front and back covers of the May issue . . . he still would have done it!

What a contest! More than 8,000 entries. Hundreds of them showed keener interest than a prospective bride picking out her wedding dress. Reader interest? Like scientists studying the hieroglyphics on a newly uncovered Egyptian tomb. As for results for dealers, scores of contestants told of them indirectly in letters accompanying their entries.

The general idea of the contest was for readers to see how many of the lures they could name. But they also had to tell the names of manufacturers making the plugs. That was where the dealers "came in" as the developments showed.

So great was the inrush of entries that the poor judges had to practically work around the clock for two weeks. Nor were the entries confined to certain sections, as the naming of the prize winners showed. Chicago people took five of the 12 prizes, Florida's three included the prize

For the margin of difference
that distinguishes your printing . . .



*Pick the
paper that's*

Pick-Resistant

One test of a fine printing paper is its ability to reproduce
brilliance and depth in either monotone or multicolor.

That's where *pick-resistance* counts . . . and where Levelcoat*
printing papers excel. For in Levelcoat, a special combination of coating
materials and base stock provides pick-resistance to an exceptional degree.

Add this important printing quality to Levelcoat brightness . . .
smoothness . . . runability. You then see why, in choosing any printing paper,
it's wise to look at Levelcoat. And to *pick the paper that's pick-resistant*—
for that margin of difference that distinguishes your printing.



*Levelcoat**
PRINTING PAPERS



Levelcoat papers are made in these
grades: *Trufect**, *Multifect** and
*Rotofect**.

KIMBERLY-CLARK CORPORATION
NEENAH, WISCONSIN

* T. M. REG. U. S. PAT. OFF.

winner and the runner-up, and California, Illinois, Michigan and Minnesota "placed" one each.

The winner—serious-minded fishermen read it and weep—Dorothy M. Hill, Inverness, Fla.! How'd she do? She got a score of 87½ out of a hundred points, named practically all the baits and most of the manufacturers. And demonstrating further the theory of the slogan, "Never Underestimate the Power of a Woman," Mrs. Jo Becorest, Miami, Fla., was tied for fifth place.

To indicate the interest shown by readers of *Outdoors*, here are some of the lines they cast into their letters accompanying entries:

"Whether I win or not, I know that if the other contestants had as much fun as I did the contest was a huge success."

"My husband is the real fisherman in the family, and it amused him no end to hear me cry out 'Flathead,' 'Crazy Crawler' and 'Dipsy Doodle' in my sleep!"

"Plug casting is a new phase of fishing for me, but as a result of your contest I'm going to take it up this year."

Mr. Rodman was a little reticent about whether he arranged the cover display of lures in order to lure fishing enthusiasts into dealers' stores. When the fishermen found that they couldn't name some of the lures or manufacturers, they started making the rounds of sporting goods dealers. Here are some of their comments:

"The fisherman who went into a sporting goods store



THE STACKS of mail you see here led *Outdoors* to make an annual feature of their contest for identifying lures. Entrants numbered over 8,000, sales of fishing tackle rose on the tide.

for help in identifying your cover baits and didn't buy a dozen just wasn't normal."

"Never again! I leafed through 213 sporting magazines, visited five libraries, wrote four letters, sent one telegram and worked 63 hours on this damn contest . . . and now my tackle box would start a fair-sized tackle shop . . ."

Mr. Rodman readily admitted that the entries far exceeded expectations. "This contest has probably been one of the most successful consumer-dealer contest and merchandising schemes that any outdoor magazine has produced in quite some time," he added modestly.

Continental Motors "BUILT FOR THE JOB"

.. and Kept on the job by



CAPITAL AIRFREIGHT

"For fast, dependable delivery of parts Continental Motors is a frequent user of Capital AIRFREIGHT Overnight Delivery Service," writes N. W. Hopkins, Advertising Manager, Continental Motors, Detroit, Michigan.

Overnight Delivery of repair and replacement parts cuts down High Cost of Lost Time for any industry whose production profit-and-loss is measured in minutes . . . offers better shipping service to more customers quicker!

Overnight Delivery by Capital AIRFREIGHT can mean an extra profit potential to your business . . .

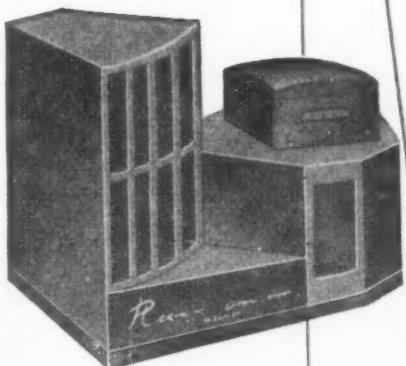
can speed expansion to distant markets . . . can cut expensive warehousing and packing costs and make rapid turnover of smaller inventories possible! Ask your Capital representative about the PROFIT-PLUS value in shipping via Capital AIRFREIGHT . . . there's no obligation!



ONE CALL for ALL



River Raisin is equipped to supply all of your display requirements. A new and different service . . . as convenient as your telephone. Our Creative Staff supplies the basic idea . . . our Production Experts produce the finished display in our fully equipped Monroe, Michigan plant. You can expect economies because River Raisin is one of the country's largest manufacturers of corrugated and fibre board. The next time you want dimensional displays that produce immediate action call for our **ONE CALL FOR ALL** service.



CREATIVE STAFF FOR IDEAS



STAFF OF VERSATILE ARTISTS



CONSTRUCTION TECHNICIANS



LAMINATION EQUIPMENT



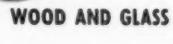
QUALITY PRINTING



DURABLE CARDBOARD



ALL KINDS OF METAL



WOOD AND GLASS



PLASTICS (FORMED & FLAT)

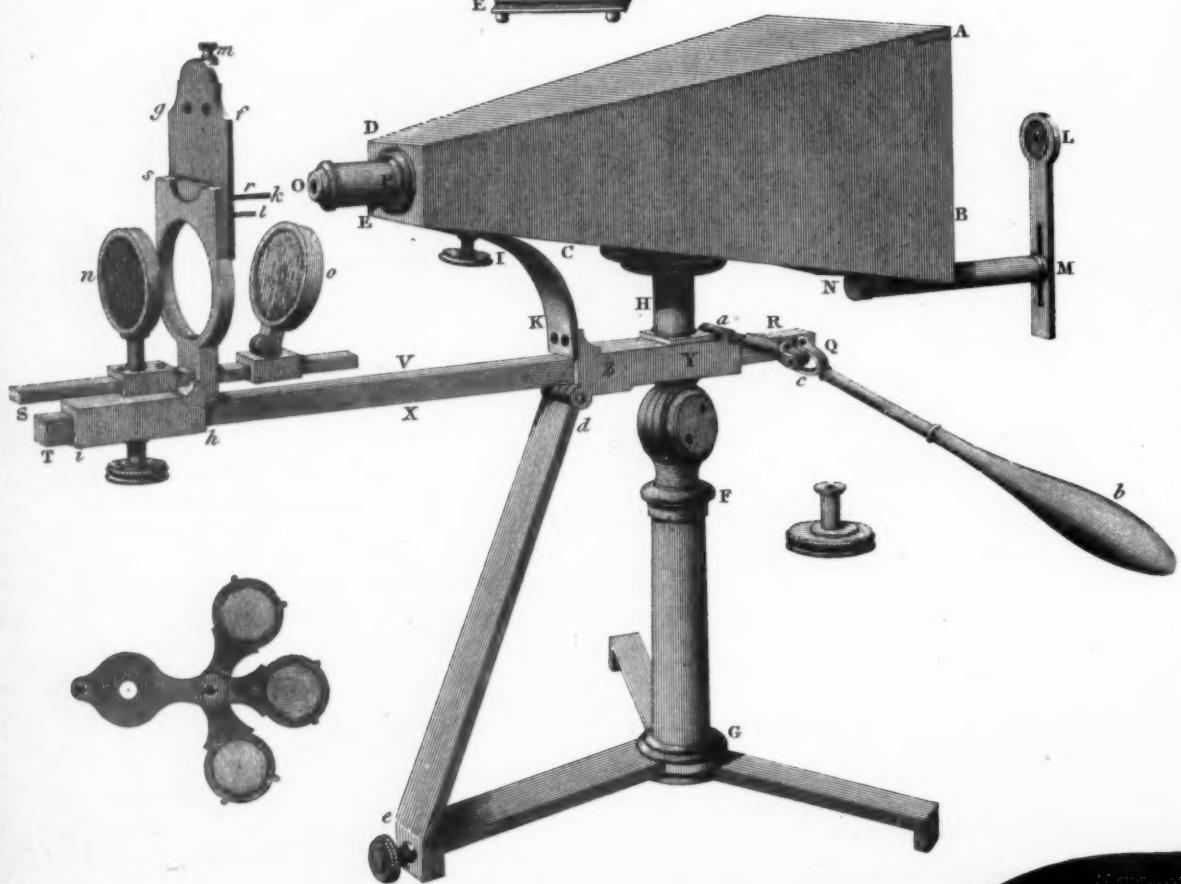
PACKING & SHIPPING

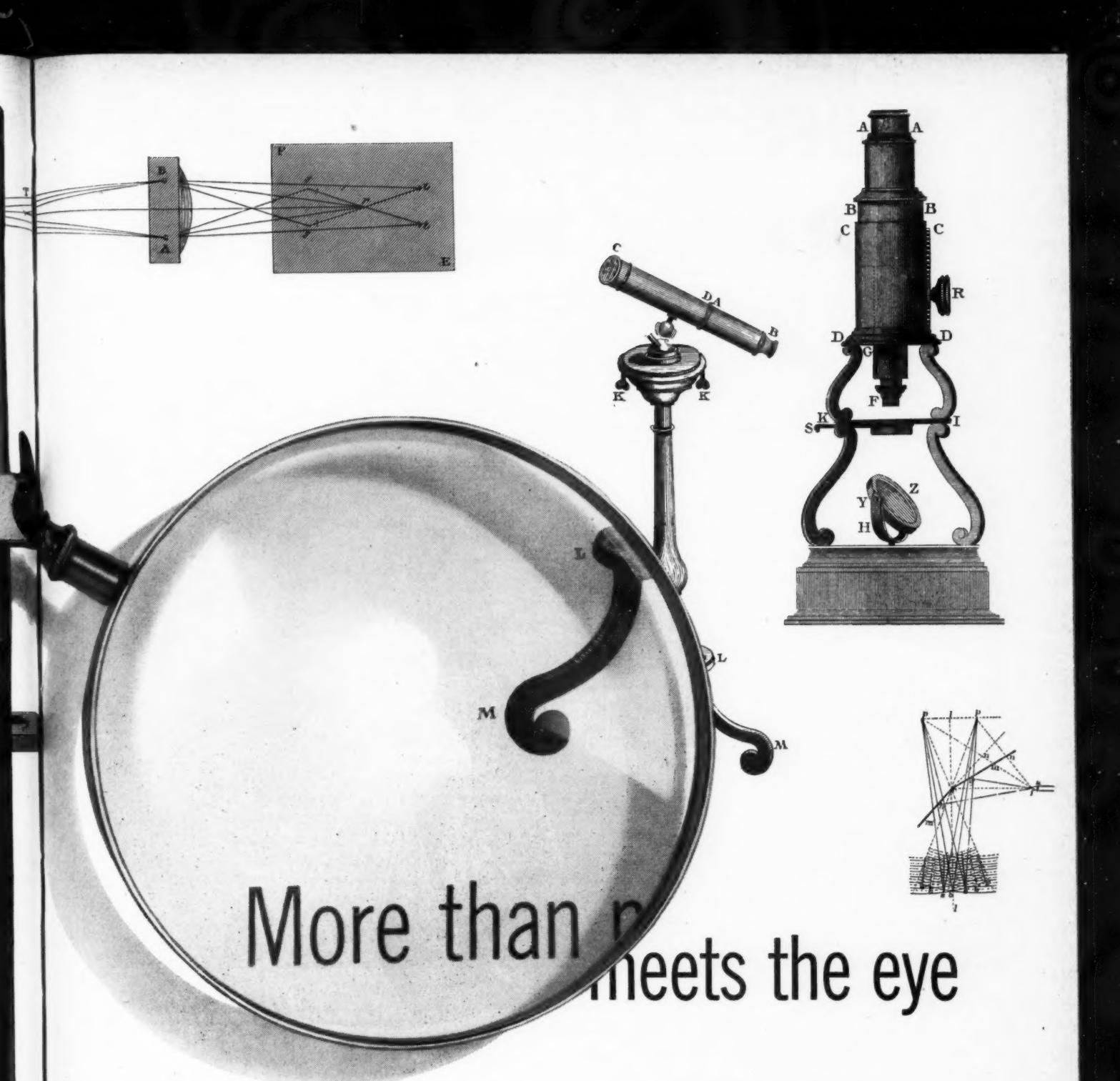
RIVER RAISIN PAPER COMPANY
DISPLAY DIVISION • MONROE, MICHIGAN

CORRUGATED AND SOLID FIBRE SHIPPING CONTAINERS • PACKING
MATERIALS • FIBRE BOARDS • CORRUGATING STRAW • SILICATE OF SODA

JULY 15, 1949





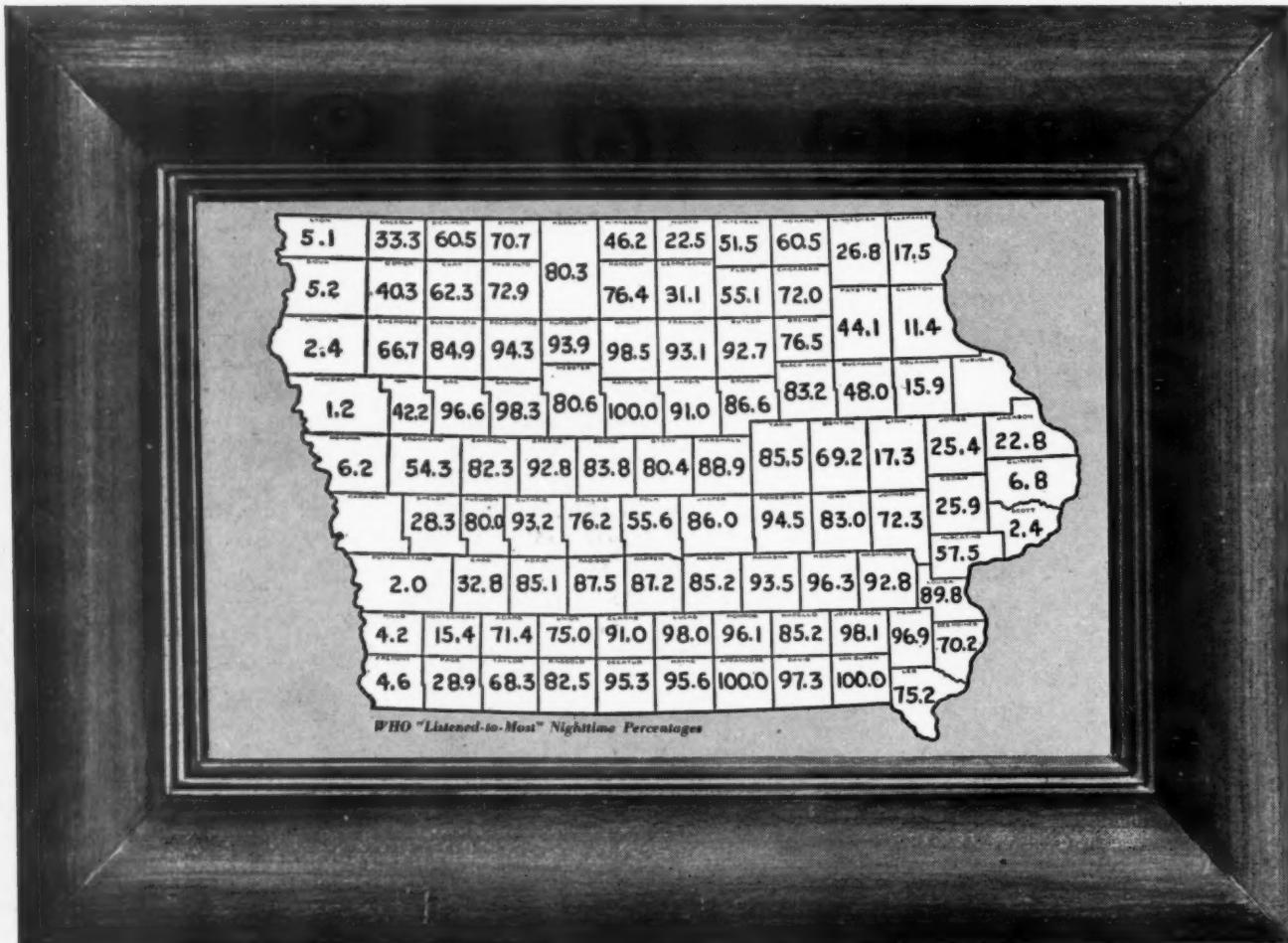


More than meets the eye

Take a long, careful look at the Pulse of Boston*... study it month by month, year after year... and you get a true, undistorted picture of WEEI leadership. Day and night throughout the peak listening season—Fall through Spring—"Columbia's friendly voice in Boston" leads all other Boston stations in share of audience, top-rated programs and quarter-hour wins. Want a close-up on how you can enlarge your sales in Boston? See WEEI or Radio Sales.

*January 1947-April 1949

AMERICA'S PRETTIEST "RADIO PICTURE"!



NIIGHT and day, WHO is the most "listened-to" station in Iowa. The 1948 Iowa Radio Audience Survey* gives "listened-to-most" figures for each of Iowa's 99 counties. WHO gets the highest nighttime rating in 70 of these counties, the second-highest in 15, third-highest in 8.

Daytime figures of course follow the same general pattern.

Outside Iowa, WHO scores a remarkable "Plus"—has a daytime BMB audience in 130 additional counties in 8 states and pulls year-round mail from listeners in 46 states.

This overwhelming listener-acceptance is proof of WHO's inspired and public-spirited programming. Ask us or Free & Peters for all the facts.

*The 1948 Iowa Radio Audience Survey is a "must" for every advertising, sales, or marketing man who is interested in the Iowa sales-potential.

The 1948 Edition is the eleventh annual study of radio listening habits in Iowa. It was conducted by Dr. F. L. Whan of Wichita University and his staff, is based on personal interview of 9,224 Iowa families, scientifically selected from the city, town, village and farm audience.

As a service to the sales, advertising and research professions, WHO will gladly send a copy of the 1948 Survey to anyone interested in the Iowa radio audience and its listening habits.

WHO

+for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager



FREE & PETERS, INC.
National Representatives

SALES MANAGEMENT

NEWS REEL



ROY H. WARMEE

Joins White Manufacturing Co. as vice-president and sales manager. He was sales manager, Modu-flow Division, Minneapolis-Honeywell Regulator Co.



ALBERT R. STEVENS

Former director of advertising and sales promotion, National Dairy Products Corp., becomes advertising manager, The American Tobacco Co., Inc., Aug. 15.



J. E. BRENT

General sales manager of the International Business Machines Co., Ltd., of Canada, has been elected vice-president of the company he joined in 1931.



MARC W. PENDER

Former market research manager has been elected vice-president in charge of sales of the American Stove Co., replacing Stanley E. Little in that post.



WORTHINGTON PUMP AND MACHINERY CORP.:

Edwin J. Schwanhauser (left), vice-president in charge of sales since 1945, succeeds Hobart J. Ramsey, now president of the corporation, as executive vice-president. John J. Summersby (right) is now vice-president in charge of sales for the firm.



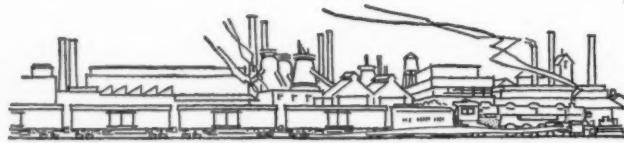
EUGENE N. WEST

Appointed general sales manager, Lehn & Fink Division, Lehn & Fink Products Corp., he has been sales manager for The United States Time Corp.



JAMES A. BARNETT

Vice-president and general manager, Pepsodent Division, Lever Brothers Co. in Chicago, now vice-president in charge of advertising for the company.



House organ...but whose house?

"House organ" generally means a bulletin or publication issued by a company in the interest of (a) its products and sales; or (b) its employees.

The term "house organ" is applied sometimes with deliberate depreciation to Nation's Business ...as apropos as an awning on an airplane.

Nation's Business is sponsored and published by the United States Chamber of Commerce... Its present status as a Chamber of Commerce "house organ," special pleader or propagandist, is indicated by the fact that only 57,817 copies, or 9.08%, go to Chamber members of its 636,736 circulation (ABC 12/31/48).

And for every Chamber member subscriber, Nation's Business has *eleven non-member subscribers!* These outsider subscribers, moreover, pay their \$15 in advance for a three-year subscription—they get no premium, publicity or any particular prestige. More business men pay more for Nation's Business than for any business magazine published.

In a broader sense, however, Nation's Business

is a house organ... of American business. Not just Big Business of the billion dollar corporations—but all business!

The NB subscription galleys list thousands of businesses never heard of nationally, and unknown outside their communities, customers and sources of supply... manufacturers, merchants, producers of raw materials or rare commodities, distributors, dealers, lawyers, accountants, public officials... spread from Kotzebue, Alaska to Key West, Fla.; from Bangor, Me., to Baja California!

It has 669 subscribers in Wilmington, Del. (287 with du Pont) and 246 in Wilmington, N. C., 1 in Wilmington, Ill., 93 in Wilmington, Calif.... And its 118 subscribers in General Motors are far exceeded by those in General Merchandise... It sends 20 copies to Chase National Bank, New York, and 1 to the Bank of Chadron, Neb.... Its cross-section coverage of American business is matched by no other medium.

What makes Nation's Business worth while to



COUNTRY NEEDS "GOOD 5c PARKING LOT,"—and Hartford, Conn. got it... releasing 2,100 downtown parking spaces a day... Lots of ideas in "The Other Guy Hogs the Road," by Phil Gustafson.

SAMBA BEGINS AT 40... His daughter called him "Slop-Along Cassidy"... gray, middle-aged, hadn't danced in 19 years... but he found it fun... See, "I Sat Too Many Out," by Jim Bishop.

ATOMIC AUTOMOBILES... Radioactive power applications are not around the corner... You'll want to read "You'll Never Ride Behind an Atom," by S. Burton Heath.

EYE FOR EXPORTS... Market researcher and his wife flew around the world, 32,000 miles... and reports on markets... "Our Foreign Customers," by Vergil D. Reed.

And a dozen other significant articles for business men in July Nation's Business.



so many business men, so widely diversified, in so many big cities and small towns?...

Nation's Business assumes you know more about your business than any magazine's editors possibly could... It offers interpretation and not information, significance instead of spot news... forecast rather than factual report, the long view in preference to the current look. It is more concerned with causes than events, conditions than consequences. It helps the business man be more aware of what may happen and why... to better understand the whole picture, to anticipate change and plan more intelligently. It does not regard a

reader only as a business man, but as an individual engaged in business... Its contribution is unique among magazines, and sufficient to make it the best read, most valued of magazines.

BECAUSE Nation's Business gets attention from men who make majority decisions for American business... advertising in Nation's Business gets more than the routine reception... registers more effectively with the most prospects. Incidentally, it costs quite a bit less!

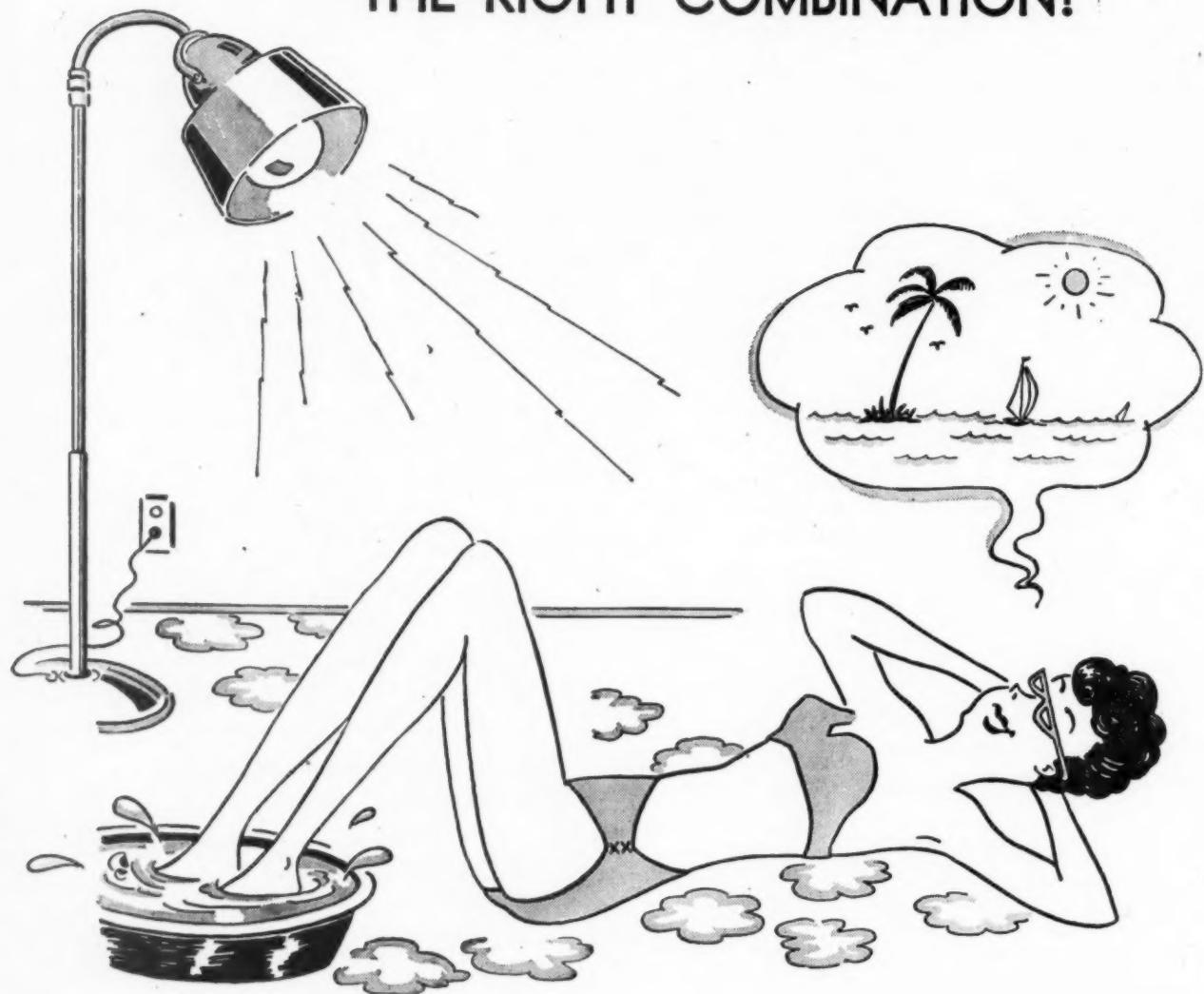
Maybe you need to know more about Nation's Business? Call any office...

NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND, SAN FRANCISCO AND LOS ANGELES

IT'S EASY WITH

THE RIGHT COMBINATION!



THE
COMMERCIAL APPEAL
•
MEMPHIS
PRESS-SCIMITAR



SCRIPPS-HOWARD
NEWSPAPERS

A mid-summer's dream can be one of many things and can be instigated by lots of right combinations. However, for the advertiser, the two Memphis newspapers are the ONLY right combination in the MidSouth to fulfill his dream of mid-summer profits. The billion and one-half dollar Memphis market can be solidly covered with a dream optional daily combination rate savings of 13c per line!

APF



...animal protein factor... not a protein, but a vitamin combination in animal proteins... has made meat and bone scraps, fish meals, and tankage an essential food supplement for livestock... Now APF, produced synthetically by bacteria or mold, promises revolutionary development in raising hogs, chickens, sheep... As little as one-half percent APF in feed has hastened hog growth as much as 24%, brought animals to market two to four weeks earlier, with large

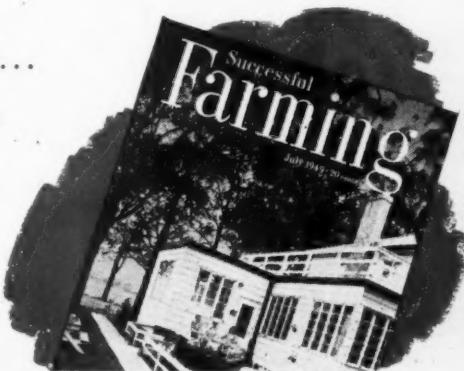
savings to growers in feed and labor... APF reinforced feeds should be on the market in quantity before the end of the year, and **SUCCESSFUL FARMING** will keep the best farmers in the country informed of this new aid to better business.

No industry is changing as much, or as fast, today as agriculture. No business holds more interest, excitement, or opportunities for progress and profit... For an enlightening instance of the continuous contribution of scientific research to farm business and market... no enterprising advertiser should fail to read "APF," page 31, the July issue of **SUCCESSFUL FARMING**!



Most missed market... are the nation's best farm families in the 15 Heart States... with the largest investments in land, building and machinery... with the best brains, methods and practice... with top yields, production, and cash incomes.

Of **SUCCESSFUL FARMING**'s 1,200,000 subscribers, a near million in the Heart States, averaged some \$10,000 in gross income during '47 and '48—almost \$4,000 above the US farm average... represents the best class market in the world today. General media have a thin spread in this market—only **SUCCESSFUL FARMING** penetrates it deeply and efficiently... adds reader influence based on forty years of real service... To make national advertising really national, you need this selective audience and magazine. For all the facts get in touch with the nearest SF office... **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



SALES MEETINGS

Sales meetings individually planned to suit your requirements and fit your budget—all-inclusive price determined in advance!

- Reasonable prices
- Air-conditioned accommodations for 25 to 600
- Efficient staff
- Delicious food, prepared to your specifications
- Convenient mid-town location
- Trains, tubes, subways, parking lot nearby

For further information call New Yorker Banquet Manager Mr. McDonnell, L'Onagre 3-1000. No obligation, of course.

HOTEL

New Yorker
Frank L. Andrews
President
34th St. at Eighth Ave., N.Y. 1, N.Y.

Reach more of everybody in the educational field

14,133 superintendents
58,156 principals
210,778 high school teachers
409,790 grade teachers
7,752 board members
14,713 college and university people

Write Georgia C. Rawson, Manager, for the complete story of more complete coverage, more intensive readership in America's most influential market.

44 MAGAZINES 752,000 SUBSCRIBERS

STATE TEACHERS MAGAZINES

607 N. MICHIGAN AVE., CHICAGO 1, ILL.

THE Scratch Pad

BY T. HARRY THOMPSON

Wonder what the population of Moron, Cuba, is?

Slogan for the life-insurance association: "A Farewell to Alms."

What's in a name? A book called "The Electric Lamp Industry" was authored by Arthur A. Bright, Jr.

Philadelphia's Karlton Theater had something novel, according to the marquee: "Air-Cooled Little Women."

"Introducing a new word and a new smoking-pleasure, Robt. Burns Cigarillos strike a new and different keynote." New word, my foot! It's an old Spanish word for cigarettes, and these are little cigars, not cigarettes.

NIT—"You say he has a big nose?"

WIT—"Yeah; a sort of cyranose."

Constant Reader sends a little ad by Feen-a-Mint, headed: "Modern Laxative Action Detours Stomach." He calls it the neatest trick of the week. He's the same chap who reports a new party-snack, consisting of thin slices of banana, fried in deep fat, and called: "Chip Teez." Sold between the acts in burlesque-houses?

The New York Stock Exchange is doing a needed job in its series on the "little people" who own shares of common and preferred. Some of us thought *stockholder* and *plutocrat* were synonyms.

Louis Prima burlesques Humphrey Bogart's all-right-Louis-drop-the-gun routine on a record. Oh, sure: Bogie-wogie!

What ever happened to *Column*, the proposed new mag?

Advertising-men's gardens will be lush this Summer with chrysanthemum, dahlia, cosmos, carnation, bachelor's button, and pansy, if I can judge by the free seeds sent by *The American Magazine* to tie-in with Dr. Bender's piece in the May issue: "Daisies do tell."

Speaking of magazine-promotion, *Time* had fun with a brochure called: "The Sultan's Choice." It seems his turbaned majesty is taking a trip by air (not on a magic carpet), and is limited to one article each among his effects: One bottle of wine, one royal pipe, one uniform, one wife, and one magazine. He chooses *Time*, of course.

Erdoes, the cartoonist, had extra fun when he came to picturing the Airport Newsstand. It offered such publications as *Houri's Home Journal*, *Levanteen*, *Better Harems & Oases*, *Tajmaholiday*, *Country Effen-di*, *Suttee Eve Post*, *Mahatmoselle*, *Ogle*, and *Ali Baba Comics*.

HEADLINE PARADE

The camel that broke the man's back.—*Electric Light & Power Companies*.

Private Enterprise . . . in the Public Interest.—*Lotz Photo-Engraving Co.*

Come say "Hello" to a Good Buy.—*Buick*.

Close your eyes . . . and listen!—*G-E Radio-Phonograph*.

Who put the "O" in "Oat Cereal"?—*Cheerios*.

Improves your overall appearance.—*Cone Denim*.

Don't get caught yith your tires down.—*Schrader Valves*.

A Dallas firm offers a new photographic service called "Photo-Pac" . . . a small camera, loaded with eight exposures of 35-mm. film, all ready to be used. Drugstores, newsstands, and other retail stores offer the complete unit for \$1.29. The user removes the Cellophane wrapper, adjusts a cardboard view-finder, advances the film to Position 1, and takes his first picture.

After eight pictures are snapped, he writes his name and return-address on the camera mailer-case (no film to unload), puts a 7-cent stamp on it, and sends it to "Photo-Pac," 5403 Greenville Ave., Dallas, Texas. Within a few days, eight prints enlarged to 3 1/4 x 4 1/2 inches, and the original negatives, are returned to the customer . . . along with detailed criticism of any picture that fails to turn out. Watts, Payne—Advertising, Tulsa, is the agency.

Reminder...for a **CIGARETTE** manufacturer:



**SPOT
RADIO**

sells the **79,000,000** who smoke!

If you have a *new* cigarette to establish, or an established brand that needs *new* sales... Spot Radio will do the job! Take your choice: hammer home 15-second chain breaks all day long all over the country... sponsor the best programs in selected markets... or combine both plans. Any way you work it you get radio's *impact*, right where you want it... selling cigarettes profitably for you!

Your John Blair man knows how to put Spot Radio's selective power to work selling products costing 5 cents or 5 G's! He's ready now to apply his knowledge of radio, markets and merchandising to your own problems. Ask him today!



**JOHN
BLAIR
& COMPANY**

OFFICES IN CHICAGO

• NEW YORK

• DETROIT

ST. LOUIS

• LOS ANGELES

• SAN FRANCISCO

JULY 15, 1949

ASK
REPRESENTING
YOUR
LEADING
JOHN
RADIO
BLAIR
STATIONS
MAN!



*Good
customers?*

PROBABLY. But, chances are, not **your**

Customers! They live in Sweden. However, if they lived in America, you'd be bidding for their business, wouldn't you?

You bet you would!

IF, for example, they lived in Long Beach, California, you'd try to sell them through the one newspaper that could do the job alone . . . the **Long Beach Press-Telegram!**

WHY can the Press-Telegram do the job alone?

Simply because, in Long Beach, outside media scarcely scratch the surface, while the Press-Telegram goes into more than 2 out of every 3 homes every day of the week!

*"The Paper the People . . .
and Advertisers . . . PREFER"*

LONG BEACH, CALIFORNIA

Press-Telegram

Represented Nationally by CRESMER & WOODWARD, Inc.

All the new cars are so slick-looking, I don't know how anybody decides which to pick. However, if there's anything in a name, you might wait till Winter to buy a Mercury when the mercury is lower.

An overworked government-man jumps to his death from a hospital-window, disproving the contention that a government-job is a sedentary sinecure.

Last month, Britain's Cecil Palmer told a Philadelphia audience "What Socialism Is Doing to British Freedom." Unfortunately, once you get Socialism, it's like getting arthritis.

Pullman used a trick headline to get me into the page: "When should a successful businessman retire?" By *retire*, they meant *go to bed*.

No paragon is too corny for Tessie, who says that, when a boy takes his Army physical now, they ask him: "Do you have Spaatz before your Eisenhower?"

Some hard-pressed copywriter knocked himself out to produce the theme that now, in 1949, you can buy the 1950 Rinsol.

Robert Cruden is public-relations director of the Rubber Union, and Allan Hovey thinks we should be able to stretch "cruden rubber" into some sort of item here.

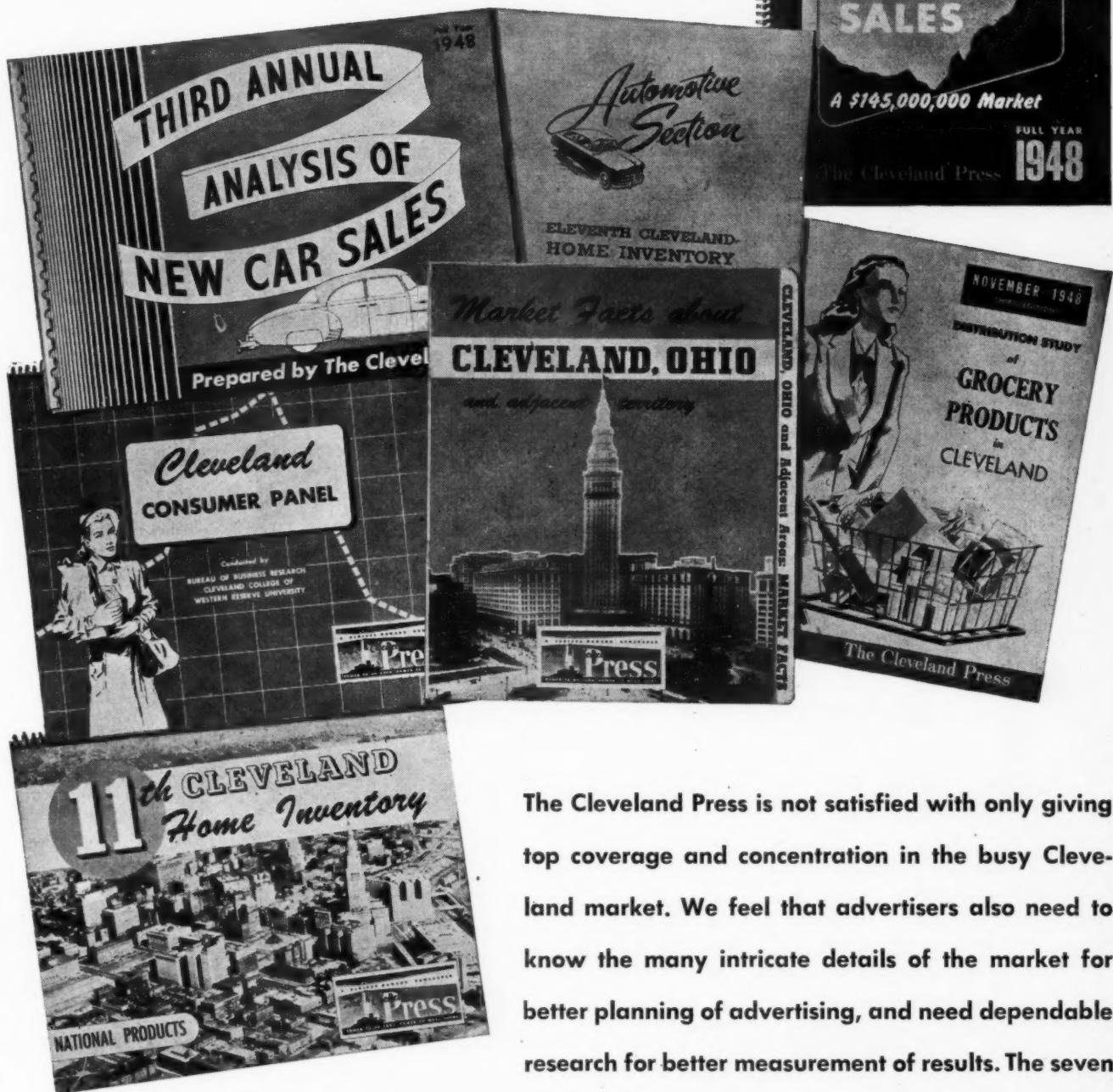
A profit is not without honor.

Dogs will be allowed to ride on San Francisco's Municipal Railway trackless trolleys and buses at a dime a ride, according to a new rule of the PUC. Properly leashed, Fido can be a passenger between 10 A.M. and 2 P.M., and after seven in the evenings. He must be accompanied by his master, and the dime for dog-fare. Other transit-systems throughout the country limit canine riders to seeing-eye dogs.

Speaking of transportation, I still get a chuckle out of the moppet who thought that line in the Lord's Prayer was: "And lead us not into Penn Station."

The average *charge*-sale is almost three times the *cash*-sale, according to a study published by the Harvard Business School.

Where else can you get so much dependable research and SELLING POWER, too?



The Cleveland Press is not satisfied with only giving top coverage and concentration in the busy Cleveland market. We feel that advertisers also need to know the many intricate details of the market for better planning of advertising, and need dependable research for better measurement of results. The seven books illustrated here are major examples of what The Press does to fill these needs. Know any other medium that offers so much to advertisers in addition to top-grade results? That explains why this newspaper is famous for READERS, RESULTS and RESEARCH—the 3 R's of successful selling.

For Rent:

Please try to visualize
a showroom large enough
to accommodate 15,000,000
families. It's just **too big**
to illustrate.

Metropolitan Group

WHERE 38,000,000 READERS(*) GATHER EVERY SUNDAY, EVERY SEASON, EVERY YEAR.



NEW YORK

220 East 42nd Street — MURRAY Hill 7-5200

CHICAGO

Tribune Tower — WHitehall 4-2280

DETROIT

New Center Bldg. — TRinity 2-2090

SALES MANAGEMENT

the World's Largest Showroom!

SLOWLY BUT SURELY, buyers are regaining command in the nation's marketplaces.

Moreover, after eight long years of taking what they could get—without regard for quality or price—they're now in a "show me" mood.

And to meet that challenge swiftly, surely and substantially, you can move into the world's largest showroom-for-advertisers—the Metropolitan Group of Sunday Picture Magazines.

Let's spell it out.

LARGER BY FAR than any syndicated Sunday supplement or national magazine, the Metro showroom is owned and operated by a network of the nation's strongest newspapers. Locally, they're tops with merchants.

Studded with color and jam-packed with pictures, each Metro Sunday Magazine is locally edited. Each is built for and about its own particular audience. No two Magazines are alike—no more alike than any two sections of our multi-section nation.

AND WITH THEIR TOTAL dissimilarity goes the pay-off sought by every advertiser—more readers per \$ invested. For, excepting Sunday Comics, these locally-slanted Metro Sunday Magazines are producing for advertisers more thorough readers per dollar than any leading nationally edited medium in print.

Nor is that all.

YOU NEED more than top readership, alone, to

stage a marketing coup—or come-back. You need millions of people reading and reacting to your sales messages in major markets, coast to coast.

You need people of both sexes and all ages; people in every economic, social and political group. Yes, millions of people living and buying in America's congested areas—where advertising and selling pay off best.

THAT KIND OF IMPACT is yours to make the most of—in Metropolitan Group. In fact, this network of Sunday Picture Magazines will expose your selling efforts to 38,000,000 readers* in 15,000,000 families across the land.

To be precise: you'll reach 5,800,000 of the 7,600,000 families residing in the nation's 18 cities of a half-million or more. You'll get 50% or better coverage in 560 principal cities—plus 5,500,000 circulation in other prosperous cities and small-town America.

AND THE COST? Metro Colorgravure costs \$2.80 per thousand. Color in the four leading weeklies and four women's magazines ranges from \$3.21 to \$5.30 per thousand. And Metro monotone rates are even more attractive!

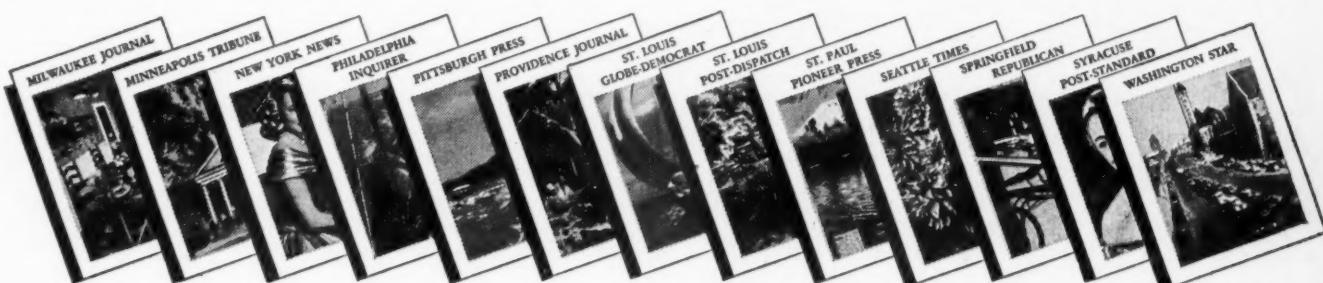
It all adds up to this—whether you're plugging motor cars, ready-to-wear, television receivers, travel to romantic places, or rapid turn-over products . . . here's the showroom-for-advertisers that offers everything.

Ask the nearest Metro office for additional facts and figures.

of Sunday Picture Magazines

AN ASSURED NATIONAL AUDIENCE FOR NATIONAL ADVERTISERS.

(* All ages, all incomes, both sexes.



SAN FRANCISCO
155 Montgomery St. — GArfield 1-7946

LOS ANGELES
448 South Hill St. — Michigan 0878

FARM-TESTED

Editorial Material..



...one of the **Big 10** **CAPPER'S FARMER ADVANTAGES!**

Capper's Farmer doesn't publish what it *imagines* farm families want. It *knows* what they want!

Capper's Farmer field editors go from farm to farm all year 'round . . . talk with some 2,500 farm families . . . travel 125,000 miles a year.

Their shoes get pretty muddy—but their *facts* get very clear. *First-hand* facts on new farm developments—not theories tried only in a laboratory—but methods put to use and *proved in action* right here on the farm!

This Farm-Tested Editorial Material is used to show Capper's Farmer readers what others like themselves have found useful and practical. It earns for Capper's Farmer a *reader confidence* unmatched in farm publishing!

A big plus for advertisers, of course, yet it's *only one* of the BIG 10 Capper's Farmer advantages. . . .

CAPPER'S FARMER'S BIG TEN

- 1. Largest rural publisher in America.**
- 2. Richest farm market in the world.**
- 3. Best coverage buy.**
- 4. Quality circulation.**
- 5. No mass small-town circulation.**
- 6. Farm-tested editorial material.**
- 7. Reader confidence.**
- 8. Merchandised editorial content.**
- 9. Market dominated by farmers.**
- 10. Most quoted farm magazine.**

No other farm magazine has them all . . . not one!

only Capper's Farmer

Topeka, Kansas

Here's a \$7 Billion Retail Market... and BSN's Dealer Readers Sell 85% of It!

Top "Main Street" Merchants
(1948 sales of 30,000 lumber-building
material dealers estimated
at \$7 billions)

They Sell the 100,000
Contractor-Builder Market
(Average total sales per BSN Dealer
in 1948—\$348,000)

They Sell Millions of Consumers
(Home owners, farmers,
industrial, others)

They Sell Everything to Build,
Remodel, Repair and Equip Homes,
Other Buildings
(From nails, lumber and cement to
major appliances)

Your First Approach to the \$18 Billion
Light Construction Market
(Because builders buy what these
dealers sell)

BSN RATES 1st AMONG THESE "BUILDING SUPERMARKETS"

Because BUILDING SUPPLY NEWS shows lumber and building material dealers how to sell more—how to make more money—it builds eager readership for your selling message among the top merchants. These are the key dealers who sold over \$150 million of paint in 1948—who sell 65% of all builders' hardware—and who, 8,000 of them, are major home appliance merchandisers. Leading dealers readily testify: "BSN tells us where we are going; not where we have been." Sell these dealers first—and keep 'em sold—in BUILDING SUPPLY NEWS.

FREE—Write for your copies of BSN editorial reprint, "You're in a \$7 Billion Retail Business Now," and new BSN Data Sheet showing 10-year sales record of lumber-material dealers vs. U.S. construction and retail sales.

BUILDING SUPPLY NEWS

5 SOUTH WABASH AVE. • CHICAGO 3, ILL.

WASHINGTON BULLETIN BOARD

CONGRESS

► The members of the House Ways and Means Committee have agreed upon virtually the whole Social Security bill—except the Gearhart amendment, which excludes salesmen who are not booked as employees.

It seems doubtful that the amendment will be retained. Congressmen are experimenting with various amendments. They want to exclude news vendors who handle all local papers and, perhaps, cigarettes too; they want to put back magazine, brush and book canvassers who sell only one product. They don't know just how.

Independent businessmen — those excluded under the pay roll tax—will be covered under a new section. How to collect revenues from them has not been decided in full detail. Farmers are excluded. There may be some trouble in rigorously defining farm labor: It is hard to decide just which agricultural processors are not farmers.

► The bill putting the Federal Government behind State collections of local cigarette taxes seemed sure of passage. It is aimed at mail order.

► Re-creation of a Senate Small Business Committee seems almost sure. The new committee would handle complaints, as before, on supplies and the pricing of basic materials, Government buying policies, sales structures of big companies, etc.

► The House Interstate Commerce Committee has reported a bill similar to the Wool Labeling Act, requiring accurate labeling of furs. Particularly, it outlaws inventing trade names that sound like those of swanky foreign furs. Responsibility lies on either manufacturer and retail vendor, depending on who faked the label. A buyer complains to Federal Trade Commission. FTC would bring a charge first against the storekeeper. Even though he had sold the fur with its original label, he would be liable unless he had obtained a written guarantee from the manufacturer.

► The basing-point bill, which seemed sure of passage, may force FTC to drop, or at least amend, several cases now in process. Cases

against the crown makers, American Lead, etc., include charge of freight absorption. The bill allowed FTC to outlaw conspiracy: FTC lawyers would have to decide whether they still had cases under the amended law.

► Sen. Johnson's request that the Bureau of Standards explore color TV probably has this purpose: Federal Communications Commission at present is the only Government unit that says what is or what is not feasible. Very likely, the Senator wants some scientific competition. It's easy to see from his various published statements that his ultimate aim is to get color into broadcasts as soon as possible.

Set makers, meanwhile, state that the uncertainty has definitely cut into sales of sets. FCC indicates that it won't allow color until it is assured that present sets can be conveniently converted.

CENSUS

► The 1950 population survey will include more personal income data than 1940, particularly for the farm areas. There will be finer breakdown of sources of income; some income left out nine years ago will be included this time.

Also, the definition of "family" will be more in line with usual meaning given the word. In current Census reports, it means people living in the same household, whether related or not. In 1950, two married couples sharing a place will count as two families. On the other hand, bachelors, widowers, etc., no longer will be classed as families.

► The Bureau is now publishing Manufacturers Census pamphlets summarizing whole industries. The one on "Pottery and Related Products" explains all terms used in the tables, including terminology both of the Bureau and of the industry. Breakdowns in the tables are made for major classes of products and for regions, purchases of particular materials, values of inventory, plant expenditures and trucks owned or leased.

Similar pamphlets have been published covering musical instruments, cement, bolts, nuts and rivets, metal barrels, drums, pails, aircraft and parts.



If anyone talked like this, you'd consider him a grade-A bore.

You can't always ignore a boring acquaintance. But most people can (and do) ignore boring advertising.

That's why the more interesting the advertising, the better investment it is for the advertiser.

YOUNG & RUBICAM, INC. ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

HOW

do you distribute
your catalog?

by mail?



by salesman?



by special messenger?



DO YOU KNOW

YOUR CATALOG WILL BE USED BY
MORE READY-TO-BUY PROSPECTS WHEN
IT IS DISTRIBUTED BY SWEET'S?

HERE'S WHY—Sweet's is a service that distributes your catalog to hand-picked organizations and individuals representing the bulk of the buying power in your market.

Your catalog is distributed in a bound file (brought up to date each year) that stays within your prospective buyers' reach at all times. Yet, the cost to you for catalog preparation, printing, filing and distribution averages less than 2¢ per page.

Wouldn't you like to have a Sweet's man call and give you the complete story?

Sweet's

CATALOG SERVICE

Puts your catalog into the buyer's hands when he's ready to buy

119 WEST 40th STREET, NEW YORK 18, N. Y.

► The Bureau's "Summary Statistics for Standard Metropolitan Areas," "Series: MC100-3" gives Manufacturers Census figures for 53 standard metropolitan areas, plus statements for the counties included in each.

LABOR

► Labor Department has taken several sample surveys of family budgets in the past few years. The main finding is that family money isn't spent the way it was in 1934, when products in the cost-of-living index were selected and weighted.

So, it is working on plans to overhaul the index. The chief causes of change lie first in the general rise of incomes and second in the development of new products.

People spend smaller proportions of the family income on the table. Of what is spent for food, less goes for potatoes; more goes for frozen foods and dairy products. People spend more proportionately for appliances, particularly things that were scarcely on the market 15 years ago. Under control, rent payments take a lower proportion of income. However, some cities are, others aren't, controlled, which affects sales.

The overhauled index, which won't appear for several years, will be presented with new regional classifications.

FEDERAL COMMUNICATIONS COMMISSION

► An FCC opinion proposing to deny the transfer of WHAS, Louisville, from the *Courier-Journal* to Crosley Broadcasting, contains some interesting data on Crosley methods of deciding which commercials it will accept:

Because it covers a wide territory, it seeks national rather than local advertisers. It won't allow companies to push a new drug or grocery product, not yet being retailed, over the radio. It checks first to see whether 90% of the wholesale establishments and 85% of the retailers stock it. If distribution is not sufficient, Crosley sends out its own salesmen to find dealers, charging the client only \$50 per week per man, and paying the remaining salaries itself.

The company canvasses 3,500 families, broken down with respect to number of children, education and location, on the kinds of programs they like. A smaller group, 1,500 families, are supplied with samples of new products the value of which is open to question. Advertisements from the manufacturers are refused unless a stipulated percentage give their OK.

Families are bigger, eat better in San Francisco's "BEST CIRCLES"



Build brand preference where it counts
...in rewarding suburbs around "The City"...with
ads aplenty in **The Chronicle**



Compare SALES potential ...City vs. Trading Zone

In the 8-County trading zone part of San Francisco's 9-County Bay Area market (according to *Sales Management's* 1949 copyrighted survey)...

- live 67% of this market's families
- with 59% of the effective buying income
- who spend on food (for example) \$86 MORE per year per family than do San Francisco city families

Advertisers equipped with such data tend to see the San Francisco market as NOT like Detroit —MORE like Boston. With The Chronicle offering you *all-market* selling opportunity!

LOTS OF FAMILIES with children and incomes to afford commuting live in San Francisco's trading zone. They're fine customers for The City's big stores . . . and for local community grocers who feature national brands. The Chronicle influences both kinds of spending. For The Chronicle is well read in better-buying suburbs as in better-income city neighborhoods. If you're wondering how The Chronicle, without top city circulation, leads year after year in department store lineage . . . *study our trading zone coverage!*

San Francisco **Chronicle**

DELIVERS "BEST CIRCLE" COVERAGE
IN TRADING ZONE AND CITY TOO

SAWYER, FERGUSON, WALKER CO., National Representatives
... New York • Chicago • Detroit • Atlanta • San Francisco • Los Angeles

There's a Big Difference in Small Towns

some are

Suburban



True Small Towns



$\frac{2}{3}$ of all people living in towns of less than 1000 population live in True Small Towns . . . $\frac{1}{3}$ live in Suburban Small Towns.

12% of your total City and Town Market is in True Small Towns

Remember this, too...

A great part of the circulation of general magazines reported as going to towns of less than 1000 population, is actually distributed in Suburban Small Towns.

Urban publications provide only half the coverage in True Small Towns that they provide in Urban Markets.

GRIT IS BIGGER IN THE TRUE SMALL TOWN MARKET THAN ANY NATIONAL URBAN OR FARM PUBLICATION*

To get adequate coverage among True Small Town families you need GRIT on every National List.

*Ask the GRIT representative to show you the GRIT Progressive Study of Magazine Readership.



SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY WITH MORE THAN 650,000 CIRCULATION

"the DENVER POST out-pulled
any of the other papers on our list"

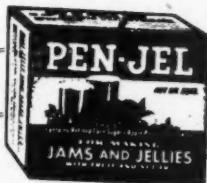
The
PEN-JEL CORPORATION

Packers and Distributors of~

V. E. SPEARS, PRESIDENT

ALEX LEO, V. PRES. & GEN. MGR.

TELEPHONES
VI. 7114
LO 136



PEN-JEL BUILDING
KANSAS CITY 8, MO.

November 26, 1948

Mr. R. H. Lambert
Moloney, Regan & Schmitt
1616 Palmolive Bldg.
Chicago 11, Illinois

Dear Mr. Lambert:

The response to our advertisement which ran in the DENVER POST July 23, was so outstanding that we thought you would be interested.

In the copy we illustrated and offered the Pen-Jel Jelly Server spoon for four Pen-Jel box tops. The DENVER POST out-pulled any of the other papers on our list, and the fact that this copy ran in a number of other newspapers gave you considerable competition.

What surprises us is the marked increase in sales in Wyoming, and Montana following this advertisement, as well as in Colorado. Our increases were worth talking about.

Writing this letter is our way of saying "Thank you!"

Yours very truly,
THE PEN-JEL CORP.

Alex Leo
V. Pres. & Gen. Mgr.

AL;lf

CIRCULATION

Daily 221,446
Sunday 352,951
Roto, Comics, Roto Magazine 384,042

A.B.C. Publisher's Statement
March 31, 1949

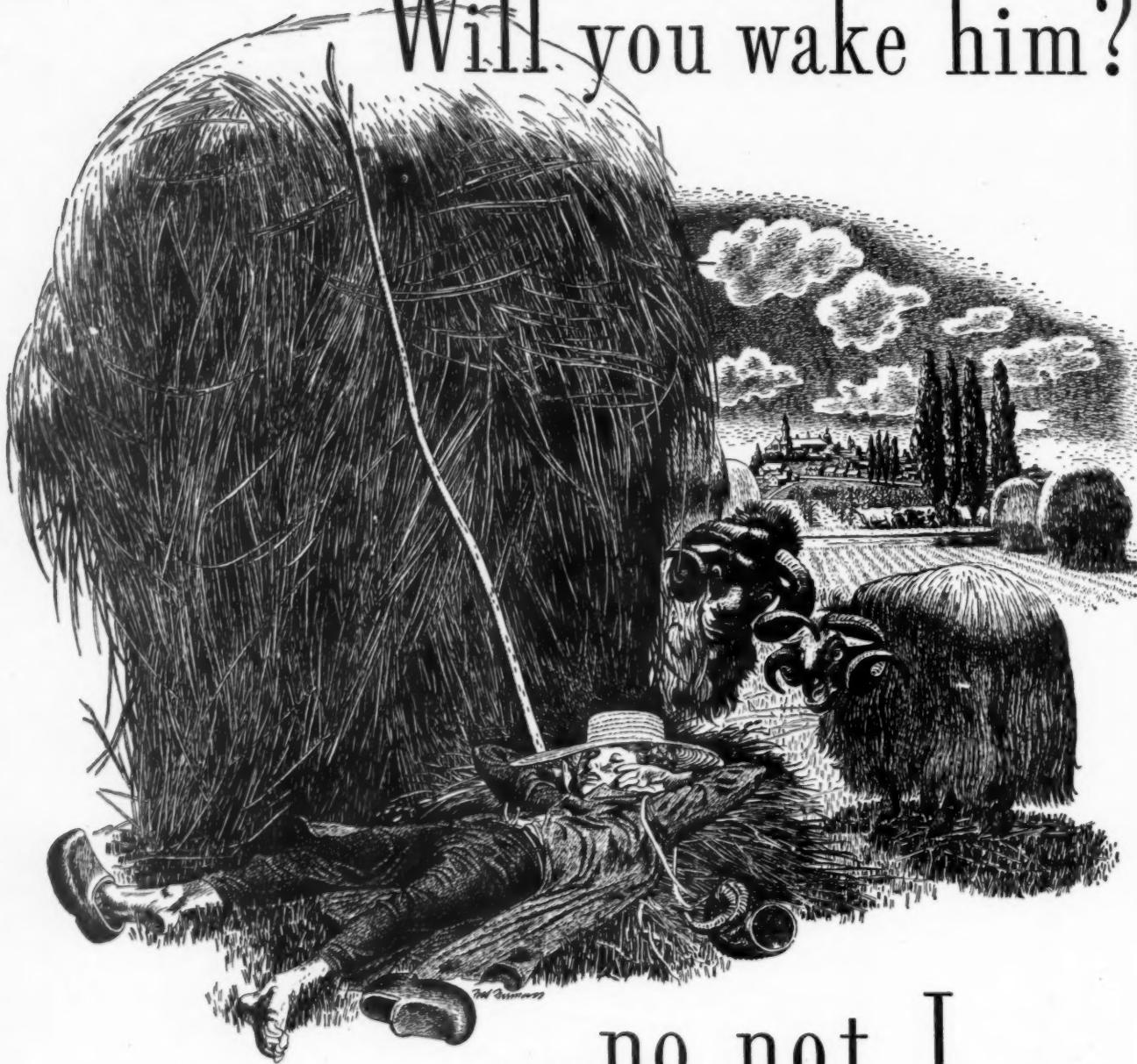


**THE
DENVER POST**

The Voice of the Rocky Mountain Empire
PALMER HOYT, EDITOR AND PUBLISHER

REPRESENTED NATIONALLY BY
MOLONEY, REGAN & SCHMITT, INC.

Will you wake him?



... no, not I ...

DURING the peak boom years it didn't seem to matter if advertising dollars did wander like errant sheep. In spite of all, business hummed.

Even now many hesitate to wake the Boy Blues. Some of them are sure to cry at being faced with a re-examination of their media buying in New York. But, being a forthright newspaper, the Herald Tribune here seizes the nearest horn to trumpet a timely message.

Wealthy, vast New York is not one market but many. It embraces the best and the worst. It is wealthy in the aggregate, made so statistically by the incomes of the higher-earning families

who—in good times and bad—buy at a spirited pace.

Selling New York by mass attack spells waste. But selling the Best of New York means that every advertising message falls on sales-fertile ground...i. e., the steady-profit portion which nurtures fast turnover, repeat business, brand loyalty.*

Welcomed daily by fashion-setting people in city and suburbs, New York's most interesting newspaper becomes an especially potent selling force when business begins to droop.

If your advertising dollars seem to be straying, better shepherd them right into the

**With one of the toughest competitive problems of all, cigarette manufacturers placed more advertising in the Herald Tribune last year than in any other New York newspaper.*

*Get the BEST
... and you get
the PROFIT...*

NEW YORK
Herald Tribune

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending July 15, 1949

DEMAND FOR CONSUMERS' DURABLES

A recent confidential weekly letter of the Index Number Institute gives some interesting answers to the combination question: How big is the demand for consumer durables and how long will the demand last?

There is always a maximum level of consumers' durable goods which can be sustained by the population, the means for use or enjoyment, the income of the population, the price of the durable goods in question, and the prices of all other goods. Naturally this maximum ownership level shifts frequently since it depends on these several continuously changing variables.

The consumer continuously adjusts his stocks toward the maximum ownership level as his means and the production and prices of goods permit. He also is continuously improving the quality of his stocks by replacing worn out appliances and cars by new ones.

The potential demand for new consumers' durables is the difference between the maximum ownership level and consumers' stocks, augmented by the amount of consumers' stocks which are scrapped.

For example, the maximum ownership level for passenger automobiles for 1949 is 35.7 million; consumers' stocks are 32.5 million; scrapping in 1949, assuming a car life of 13½ years consistent with the trend of engineering specifications and the age distribution of cars in operation, would be about 2.4 million.

Thus the potential new car market this year is 5.6 million (35.7 million minus 32.5 million plus 2.4 million) but the number of potential sales which can be converted into *actual* sales de-

pends upon prices of the cars, credit terms, trade-in conditions, consumers' income after taxes and the dealers' selling organizations.

If dealers would use their pre-war competitive selling methods, actual sales demand this year would be for 6.1 million new cars, since consumers would *like* to scrap more than 2.4 million cars. The recent change in Federal Reserve Board rules is likely to increase the demand for higher price cars, sales of which have been lagging, but total sales will be around 5 million new cars.

According to the Index Number Institute, consumers' stocks of most electrical appliances are currently very close to the maximum ownership levels. Sales can be held near last year's levels only by sharply stepping up the rate of scrapping, and for this purpose lower prices and easier credit terms are effective. Appliance manufacturers might do well to study the methods which a large manufacturer of sewing machines has used successfully for many years to get his old but still useful machines out of this country and into the remotest corners of the earth.

In the case of furniture, the problem is to unscramble the families who are living doubled up and to provide satisfactory permanent living quarters for those occupying cramped quarters unsuited for more and better furniture. But in the field of housing there also is a maximum ownership level and under rent control the chief incentive for adjusting quality has been eliminated. The renter with adequate means for building or renting a new place has such a bargain in a frozen low rental that he cannot economically justify a move. New places are not being built in sufficient numbers and adequate used housing, which customarily has been available for low income groups, is now occupied by those of higher means.

NO RECESSION IN CANADA

Canada is still basking in the full sun of post-war prosperity and her leaders in government and industry are hopeful that the business decline experienced in the United States in recent months will not materialize there.

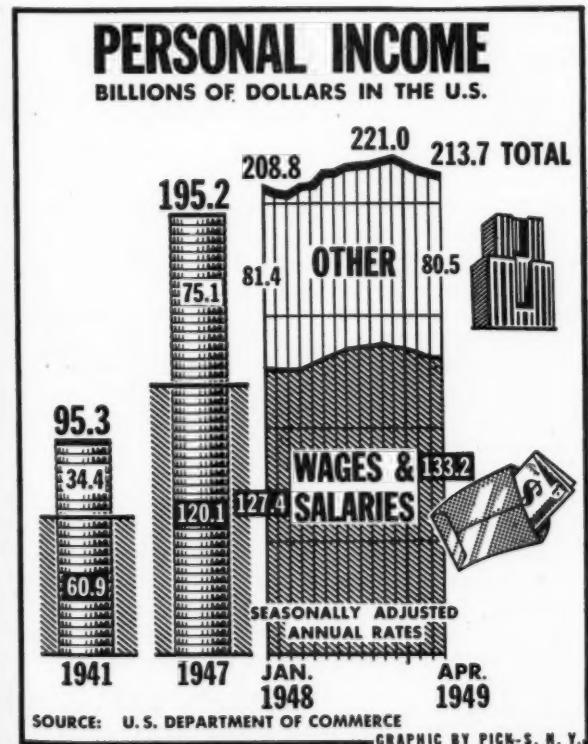
Population in Canada is up 16% in the past decade and the average Canadian's standard of living is up 50%. There are 40% more persons employed and the physical volume of goods and services produced shows a 75% gain.

All signs point to 1949 being Canada's biggest year in construction of new homes, industrial plants, public works and industrial equipment.

FAIR TRADE LAWS IGNORED

In one retail field after another where sales are slow or inventories dangerously large there are daring shopkeepers who ignore fair trade laws. Manufacturers whose lines are fair-traded warn these retailers, but apparently the merchants don't worry too much because penalties (usually fines) are light and rarely inflicted.

Proponents of fair trade, as exemplified in a recent legal bulletin of the Association of National Advertisers, point out that most of the critics have misconstrued the operation of fair trade as it affects a manufacturer's product. The law does not permit the manufacturer to do anything about anybody's product except his own trade-marked goods in which the law gives him an exclusive and rightful monopoly since he alone is responsible to the consumer. The ANA bulletin asks, "Has not the owner of this valuable asset—his trade-mark—superior rights to those who, for reasons of their own, would seek to destroy his goodwill? Its perfection will always be of great concern to him. This aspect of the question was apparently not considered by the magazine (*Fortune*, in a recent issue) when appraising the merits of the manufacturer's rights in the matter."



"Our view is that each manufacturer should be left to judge for himself whether or not he will put his business under fair trade. If after investigation he decides that this method of operation is conducive to better efficiency and a greater return, he certainly should be permitted to avail himself of the protection and benefits of fair trade laws. He should not be subjected to the criticisms of the press or coercion of the middleman or others because he has elected to avail himself of a pricing method, which in his considered opinion, assures a fair return to his outlay and to himself, while giving the public a 'good buy' at a fair price."

What the proponents of fair trade have *failed* to get over to many retail merchants and to the great majority of consumers is that prices are really *fair* under so-called "fair trade." The belief persists that the price is set high enough to serve as an umbrella to protect the *least* efficient retailer, with the result that alert and efficient stores are forced to sell the product at a price considerably higher than they would willingly sell it if left to their own judgment.

PRIVATE BRANDS MULTIPLY

It seems that many manufacturers who refused to make goods for private brands during the lush period are now striving hard to get that business. The price appeal at the present time is pleasing to consumers.

A surprisingly large number of men and women consumers are of the idea that nearly every private brand is a famous national brand with the label and the advertising removed, and they believe that they pay a pretty penny for the advertising. In some cases their assumptions are correct. In a chain food store the other day, I heard a roving attendant tell a woman who was tentatively holding a box of the chain's private brand cereal, "You don't need to hesitate about that cereal; we have it made for us by X company and it is exactly the same cereal as their own trade-marked brand which sells for seven cents a box more." What the public doesn't realize is that they would

have to pay much more for the private brand if the company's production was confined to these items.

Many producers of well known brands of merchandise refuse to manufacture goods under another label. Cluett, Peabody & Co., maker of Arrow shirts, is one of them, General Electric another, and the list could go on and on.

But matching that list is an equally large one of manufacturers with their own brands, who compete with themselves by supplying merchandise which goes on the retail counter at a price considerably lower than the manufacturer's own brand on the same counter. This may come under the heading of good business, but only if the manufacturer *knows* precisely how much competition he is creating for himself, and how costly it may be.

SALES RETURN TO SEASONAL PATTERN

Much of the confusion about the degree of recession can be traced to a return of normal seasonal influences. Except during the past 10 years, every industry has had marked seasonal variations in demand, but during the shortage period there was a constant demand month by month.

A recent stockholders' report from Herbert Abraham, president, The Ruberoid Company, says "As indicated in our report for the first quarter, our sales seem to have returned to the normal seasonal pattern of pre-war years. Experience since then tends to confirm this as our sales have been on an upward trend. In this connection it is of interest to note that the percentage decrease in our shipments of asphalt roofing and asbestos-cement building materials in the early months of this year was less than the decrease in total industry shipments of these products."

A tip: Have your sales analysis department check back through your own pre-war records, the records, if any which are obtainable from your association, and Government figures as available through the Department of Commerce, with the idea of determining what the normal market should be in terms of a percentage of the total years' sales.

RECESSION MAY BE CURING ITSELF

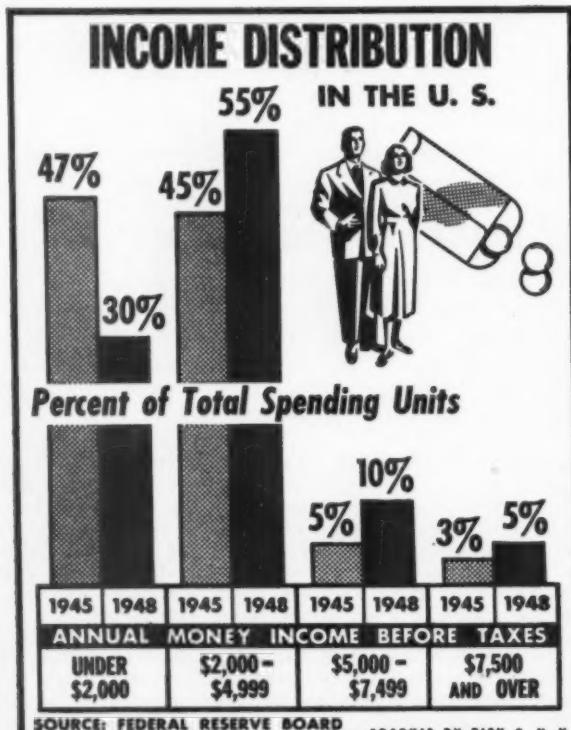
The July issue of the monthly Economic Conditions letter of the National City Bank of New York points out that in one industry after another production has been so limited that it is far below consumption figures for even depression years. These industries went into an abbreviated tailspin because the pipelines of industry were filled, but now the pipelines are re-emptying again.

National City says, "A market situation is developing out of which must follow an increase in sales, along the line from the primary producer to the retailer. Even in the steel industry, more of the curtailment is behind and less ahead than people expected earlier, and inventory reduction is under way.

"The speed with which adjustments are moving may lead to a demonstration, earlier than pessimists now expect, of the recuperative powers that rest in business itself. A showing of such powers in the important areas mentioned (cotton, textiles, rayon, and copper, steel, lead) would influence sentiment in other areas. *It ought to forestall any feeling that a long and severe depression threatens.*"

PHILIP SALISBURY
Editor

SALES MANAGEMENT





By **JAMES S. ARNOLD**
Vice-President,
Robert N. McMurry & Co.

IF HE FAILS . . . this man who has gone out to do direct selling, it may be for one or more of four principal reasons: He may fear the job itself; he may feel a sense of inferiority in relation to his prospect; he may suffer the psychological disadvantage of being required to operate in "enemy territory"; or he may not have sufficient confidence in his ability to withstand rejection.

Death of Many Salesmen

Why is the incidence of failure so high during the first few months for men hired to sell direct? There are five principal causes. They are psychological and sociological in nature. A personnel expert explains them, suggests what management can do to meet and overcome them.

No occupation traditionally has a higher rate of turnover than direct or creative selling. Even when care is used in selecting salesmen, turnover may continue to be high. Curiously enough, much of this turnover occurs while salesmen are still trainees—before they earn normal compensation and before they receive all their training. All of which suggests that there

are special factors which contribute to the high death rate in the early stages of this type of selling.

Field work, close observation and study of a wide variety of direct selling activities in such fields as books, electric cleaners, tire repair equipment, refrigerators, made-to-measure clothing, mineral feeds, foods, business machines and equipment, trucks, adver-

tising specialties, etc., indicate a number of psychological and sociological factors which strongly contribute to rapid turnover of trainees.

These conditions are found to some degree in all types of sales work, but they are accentuated in direct or creative selling:

1. The first cause of failure among trainees is a very real doubt in the minds of many of them that the product can be sold. This is particularly true if the item to be sold is expensive—a refrigerator, for example. This doubt is wholly emotional because in most cases the trainee is given ample evidence that the product can be and is being sold. He can accept that fact intellectually, but emotionally he cannot see himself making such a sale. This attitude he rationalizes to him-

self by saying that in his territory "conditions are different."

Perhaps because he believes the potential is poor, competition unusually strong, advertising and sales promotion ineffective, etc., he feels that the odds are against him.

It is probable that this defeatist attitude is actually the expression of a wish not even to try to succeed. For reasons which we will outline subsequently, the job appears overwhelmingly formidable.

In simple terms, the trainee fears the job. However, his fears are not consistent with his self respect. He cannot admit, even to himself, that he fears the job. Consequently, these fears are put out of mind, are repressed. In their place appears the highly emotional conviction that the product cannot be sold in his territory. This constitutes no affront to his pride and is plausible. It is what he would like to believe, so he believes it, in spite of clear evidence to the contrary.

In addition to his innate conviction that the product cannot be sold in his territory, the sales trainee frequently questions his personal potential competence as a salesman. He has been told that all salesmen are born, not made, and he doesn't believe he is a born salesman. This is as much a rationalization as his belief about the low potential of his territory. It is another excuse to avoid facing the fact that he lacks sufficient courage to tackle what is usually a tough job. Actually, while it must be admitted that some men are inherently better qualified to learn to sell than others, the belief that all good salesmen are born has little to substantiate it.

This defeatist attitude is reinforced by the fact that few persons have a clear idea of precisely how the salesman achieved his results. Rarely does the salesman himself understand how he brings about shifts in the prospect's attitude which lead ultimately to the sale. He learns by experience that if he says and does certain things, he will close a sale in a relatively large proportion of cases.

Rarely does he know why certain appeals and techniques are effective and others are not. He usually has no insight into the dynamics of the sale, how his presentation alters the emotional equilibrium of the prospect, creating needs and tension which can be relieved only by purchasing his product.

Consequently, he gropes blindly in the dark. (Retail sales work is easier because in a store the prospect *expects* to buy, whereas in most direct selling even the initial interest in the product must be created.) As a result, he feels that his task is insurmountable. This obviously often stimulates a desire to

escape from it.

2. If the enormity of the task of creating sales were the only limitation to the direct selling job, failure in it would not be so frequent. Unfortunately, this is only the first of several hurdles which the salesman must take. The second is the fact that the work invariably lacks status.

The salesman often is thought of by the prospect as a "peddler." In most cases, the man thinks he is a "peddler." This does not build self-respect or self-confidence. This attitude is not confined to the man himself. Often his wife and other family members feel the depreciated status of the job even more strongly than he does. Thus they tend to reinforce the feeling of inferiority which the work engenders in him.

The fact that the work lacks status contributes to its difficulty. This is because it means that the salesman is in the inferior or subordinate position relative to the buyer. His relationship is the opposite of that of the physician who assumes a superior position relative to his patients, or the attorney who assumes a superior position relative to his clients. People do what *they* order. They are not like the salesman who is subject to the whims of the customer.

Determining Factor

The success and job security of the specialty salesman are determined in the main by the customer over whom he has no control, and to whom he is in the subordinate position status-wise. This easily can become a frustrating relationship, particularly if the customer is stupid, rude or socially and culturally inferior to the salesman.

3. A third hurdle which the direct salesman must take is to make his presentation on the prospect's own premises—in enemy territory so to speak. This not only accentuates the salesman's inferior status and dependence on the whims of the prospect, but it further undermines his self-confidence because he often regards himself as one who is not welcome, somewhat of an intruder. He tends, therefore, to identify himself with the prospect and to regard himself as he believes the prospect thinks of him: unwanted, a nuisance.

4. A fourth and especially difficult hurdle for the salesman: Because of his subordinate relationship with the prospect and because he is commonly regarded as unwanted and a nuisance, he is peculiarly vulnerable to rejection by those whom he is trying to please and upon whom he is largely dependent for earnings and promotion.

Even the man who feels secure and self-confident fears rejection, particu-

larly if brutally phrased, which is a painful experience. For the man who lacks inner and economic security and self-confidence, even tactful rejection can be a shattering blow. The prospective customer often puts the salesman off, makes him come when and as he pleases and makes him wait on him. If the prospective purchaser is a sadist or socially or intellectually insecure, taking pleasure in embarrassing the salesman, the effect upon the latter may be literally devastating.

Furthermore, the effect of such experience is often cumulative. With each shock, the salesman's sensitivity increases. Ultimately, he is reduced to a state of self-doubt and dejection and he dares not risk further disappointments. At this point, he usually gives up. Of all the blows to his ego which a salesman may receive, rejection is probably the most difficult for him to face because it makes him more dependent—and most men would like to get away from feeling dependent. Rejection not only makes the salesman conscious of his helplessness, but also tends to remove what little determination he might have had.

5. The final hurdle is one for which management is often responsible. This is the practice of overselling the trainee on opportunities offered by the job and his capacity to reach totally unrealistic goals. Because direct selling positions are difficult to fill, especially in a tight labor market, it is understandable why sales managers often gild the lily with respect to jobs they must fill. Nonetheless, this is not only unethical, but is self-defeating. It contributes more to turnover than any other single factor. In fact, it sets up a vicious circle of oversell—lose—oversell—lose, *ad infinitum*.

When a man takes a new job he inevitably sets goals for himself. These goals have two dimensions: time and level of achievement. In short, he expects to make a certain amount of progress in a given period.

In direct selling, these goals are often stated with considerable precision: At the end of six months the new man should be earning \$— per month. (Amounts are pretty standard in different fields.) The problem concerns their attainability. Even if the sales manager is honest in setting goals, he himself may not be too realistic. Frequently he may give a new salesman a quota appropriate for an experienced salesman. The new salesman does not know his own limitations. He assumes that the sales manager is honest and competent in setting his goals for him.

These goals thus establish the salesman's level of aspiration. Hence when he finds it difficult or impossible to reach them, he does not blame the

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sales manager. He blames himself. If, as a result of other conditions which he encounters on the job, his self-respect and self-confidence are at a low ebb, his failure to make his quota in the time allotted provides the final blow to his morale. Regardless of his actual qualifications, he is convinced that he is a failure. Once he has this conviction, he is a failure.

Sales managers often excuse their high turnover of new salesmen by explaining that "these men just did not have the stuff." However, many of them enter sales in another firm or another branch—and succeed.

There is obviously no quick and simple panacea for these conditions. Nevertheless, if management can be made to recognize their importance in causing salesmen—particularly trainees—to fail, steps can be taken to minimize their effects. The principle steps are:

1. Convince the new salesman that the product can be sold in *his* territory by showing him actual sales. This means actual, created sales—not sympathy sales to mother and uncle.

2. Make him believe that he is an expert and that he does not have to be frightened of any prospect's remarks. This is accomplished by intense, product-knowledge drilling. An expert usually feels superior to other people. He is not cowed by technical back-talk.

3. Tell him that *he* can sell the product. This is accomplished by taking out as much of the mystery of

selling as possible, by discouraging the belief that there is something esoteric about it, or that salesmen are born, not made. This is done by:

(a) citing cases of inexperienced men who have made outstanding success;

(b) showing how buying motives are aroused and manipulated in the course of the sales presentation;

(c) breaking the sale into its constituent steps to show how each supplements and reinforces those which precede and follow it;

(d) showing how to "take the prospect's measure," how to "take his buying temperature," how to close, and similar techniques to illustrate how simple they are;

(e) providing the answers to principal objections, to show how easily these situations can be handled;

(f) breaking the man into actual selling by permitting him to handle actual sales under close supervision, a little at a time, until his confidence is established.

4. Establish status and prestige for the job. This can be accomplished in several ways by:

(a) insuring the salesman that he will be shown respect, even deference, by the home office in correspondence and in other contacts;

(b) eliminating all actions which cause loss of face to the salesman—such as by-passing him in correspondence with the customer;

(c) giving him a title, such as

"sales engineer" or "district representative," which connotes special standing or qualifications—thereby lifting him to a higher status level;

(d) stressing the service character of his work (as in insurance). This also elevates the status of the work because under the circumstances the salesman is "doing something for," "serving" the prospect.

(e) merchandising through dealers or distributors who carry considerable prestige, such as Marshall Field & Co., Chicago. Providing lists of users of the product and recommendations from persons who have personal prestige: celebrities, scientists, social leaders, and others.

(f) conducting advertising and public relations campaigns designed to glorify both the product and the salesman and give them status;

(g) making maximum use of leads from satisfied users;

(h) providing impressive sales tools and equipment.

5. Establish and maintain the salesman's self-confidence and general morale through close supervision:

(a) holding, when possible, weekly and daily meetings with a new salesman, having frequent personal field contacts with the supervisor;

(b) providing adequate and readily accessible facilities for the salesman to "talk out" his problems with a sympathetic and helpful supervisor.

6. Establish realistic levels of aspiration in the salesman by picturing opportunities offered by the work—in terms of the salesman's personal qualifications and by setting his quotas in terms of the same factors by

(a) reviewing his previous experience, intelligence and temperament in terms of the job requirements;

(b) analyzing the potential of the territory in which he is to work;

(c) gauging the competence and temperament of the supervisor under whom he is to work;

(d) starting the man with a readily achieved initial quota, increasing it by easier or slower stages as he gains confidence and skill on the job.

7. Establishment of clear channels of communication between the individual salesman and his supervision to: (a) provide outlets for grievances; (b) discover and eliminate misconceptions.

8. Survey sales procedures, processes and methods, establishing points on which the salesman may be given authority.

These steps will not provide a sure preventative of trouble, but they should at least minimize problems which the new specialty salesman must face. They will not guarantee that there will be no failures, but there will be fewer of them.



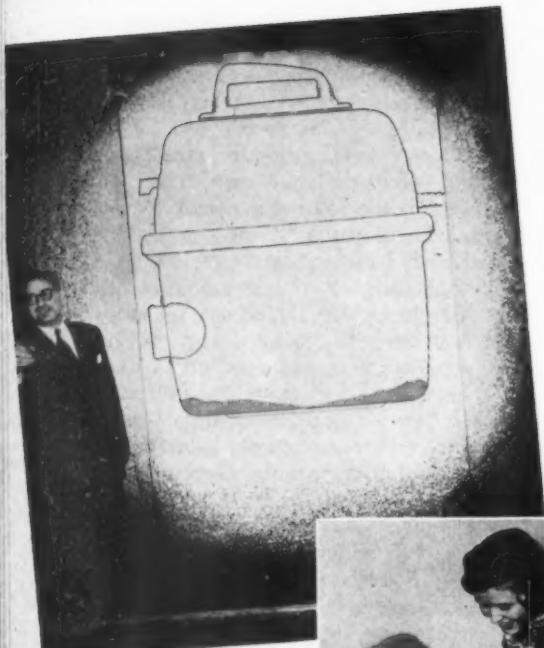
DISTRIBUTOR CLINIC: (Above) One of the "gimmicks" used to add interest to discussion of distributor problems was a roulette wheel. Idea: To stimulate talk from the floor. Question is posed, wheel is spun, and distributor holding number indicated by wheel is asked to answer. Stunt is worth adaptation by other companies troubled with dearth of usable ideas for meetings. In the photo: Paul Crocker, director of sales training.

Gimmick No. 2: Carl Randell, eastern division sales manager, provides an original background for talk on components of successful program for sales building. "Notes" each represent one point: "Service," "Demo. Call," "Advertising," etc.

FEATURES SELL APPLIANCES: (Left) Lewyt believes strongly in point-by-point spell-out of product superiorities. Alex M. Lewyt, president, employs a huge graphic (with light gadgets) to demonstrate filter system in new model.

MEETING THE TRADE-IN PROBLEM: (Below, left) To help dealers clear their old stocks before introduction of the new model, Lewyt provides a cedarized "Treasure Chest" made available at \$4.95. Chest can be used to store cleaner, or household linens, blankets, etc. Idea: Customer for new model gets chest in exchange for her old vacuum.

CO-OP ADVERTISING: (Below, right) Lewyt puts up more than half a million for next year's co-op advertising in newspapers and other media. Donald B. Smith, advertising manager, reveals 80-foot "sample" of last year's local ads, emphasizing geographical coverage by calling off long list of city names.



Lens-Look at Lewyt's Sales Pageant

"Our business is show business" is one of the maxims of Lewyt Corp., Brooklyn, who put it into practice with 50,000 worth of skits, films and stage effects at the firm's 3-day sales conference in New York in June.

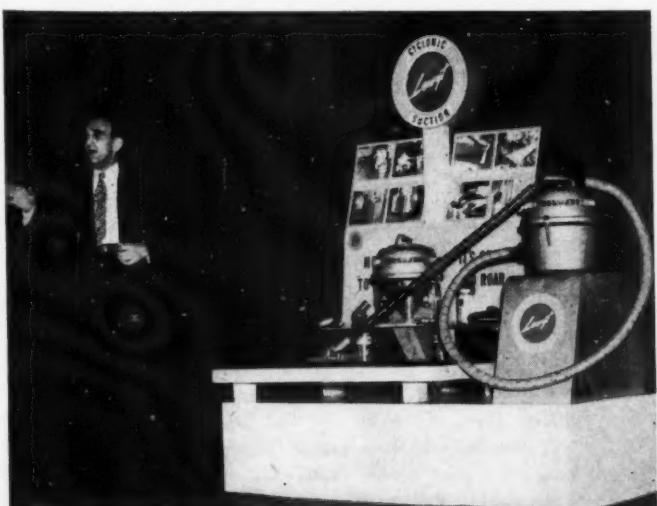
Object: To introduce Lewyt's 1950 vacuum cleaner model to 250 distributors, utility and department store executives. A fast-paced program explained improved features of the machine, reviewed every detail of an integrated sales program, discussed distributor management problems, and gave the audience a preview of Lewyt's forthcoming advertising program (budget, about \$1,250,000, with about \$750,000 earmarked for cooperative advertising) and sales promotion plans.

Twenty-nine skits were presented on opening day, with professional actors and stage setting that would do credit to Broadway. (Dramaturgy, Cleveland, directed.) As an example, there was a playlet involving a couple's visit to an appliance store to buy a Lewyt cleaner, and the subsequent home demonstration by a young woman who seized the opportunity to note what other appliances were needed in the home, and to collect names of neighbors who might also be Lewyt prospects.

Some of the less elaborate presentations had little or no plot, but the producers imbued them with action and color to achieve strong visual as well as oral impression. A typical instance was a short scene in which two uniformed scientists discussed the findings of U. S. testing laboratories in connection with the Lewyt cleaner.

Though on the market less than two years, Lewyt has built a field organization of 7,000 dealers, has sold upwards of a quarter-million cleaners. Goal for the next year is 250,000. Photos on these pages high-spot the meeting.

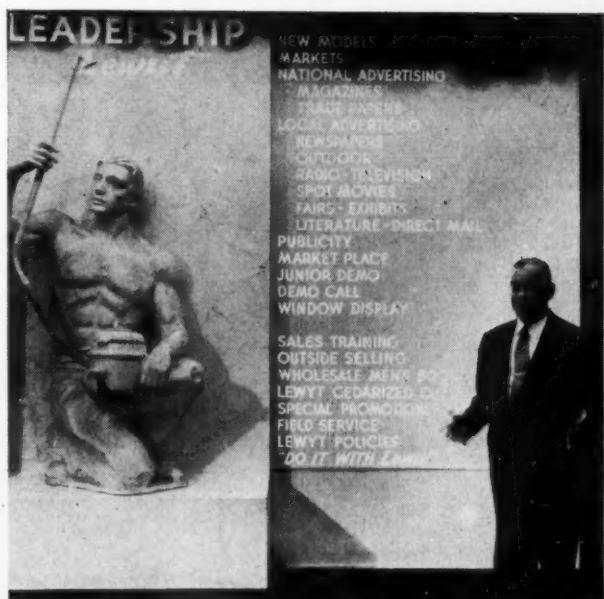
PACKAGED "DEPARTMENT": (Below) Arthur Grossman, firm's visual merchandising counsel, introduces a newly designed unit for department store display. Idea: Quick demonstrations. A supply of lint, soda, and kapok is available for proof of fast, efficient pickup.



JULY 15, 1949



DEBUT: (Above) Lewyt introduces a new institutional model. Skit, laid in hospital, includes surgeon's demonstration before allergic patient, of such features as dust-free operation, quietness, and lightness of cleaner. Background seen through window, used to point out airports, theaters, factories, etc., as logical prospects for institutional machine.



SOUP TO NUTS SALES PLAN: (Above) Walter J. Daily, vacuum cleaner sales manager, talks sales potentials, stresses coordination of many elements in new sales program. Lighting effects animated the giant graphic.

NO NAPS: (Center, above) Audience interest ran at a high pitch throughout the meeting. This shot: During the clinic Paul Crocker, sales training director, demonstrates new lock-tight wand to Los Angeles distributor.

Tell-and-Prove Sells Oronite For Industry's "Big Wash" Jobs

Based on an interview by Elsa Gidlow with

M. L. BAKER • Vice-President in Charge of Marketing, Oronite Chemical Co.

Got a dirty skyscraper? Or a fleet of greasy buses? Or a million sticky bottles? If you have, an Oronite man may turn up to give you a dramatic demonstration of a new detergent. In so doing, he will reveal the techniques his company is using to break trail in new industrial markets.

"If you have a 'big wash' problem, perhaps Oronite can help you." That statement was made by the Oronite Chemical Co. in recent advertising to various industries. The company had in mind its new detergent product, D-40. The statement was admirable in its restraint since the "big wash" problems in view were baths for buses, railroad trains and streetcars or, possibly, city streets or skyscrapers. But Oronite didn't mind showing prospective customers how to wash little things as well. Whether it's a matter of "walnuts or windows, bottles or buildings, D-40 helps do the wash faster" . . . that's the theme of the company's sales story.

"In our sort of selling," says M. L. Baker, Oronite's vice-president in charge of marketing, "we let laboratory facts on our product tell their story to the technical or scientific representatives of the industries we wish to sell." It is a question of showing—with facts—and letting demonstration do its work on the level of incontrovertible performance. Salesmanship enters at the point where the prospect is shown why and how D-40 will do a job *for him*.

D-40 was put on the market during 1947. It is a new *kind* of product—yet it resembles an old one: soap. Special merchandising challenges were involved in presenting it to the indus-

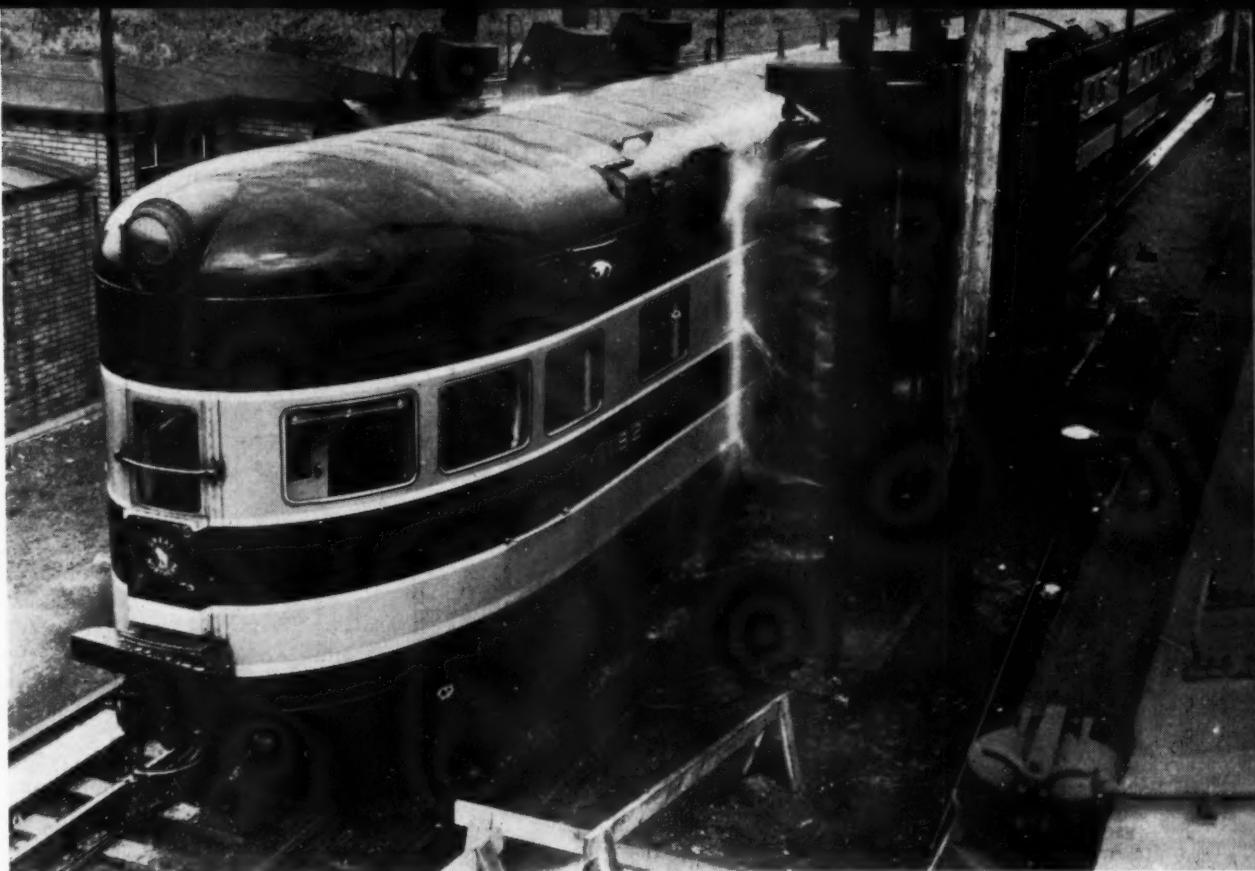
tries which Oronite saw as prospective customers. Ballyhoo will not sell industry. Buyers are tough and "from Missouri." The "show us" attitude has to be convincingly met.

To the technical-minded, D-40 is an alkyl aryl sulfonate. The base product from which it is derived is a hydrocarbon known as Alkane. D-40 is the sodium salt of the sulfonated hydrocarbon in a further stage of processing. The base product, Oronite Alkane, is a liquid and in that form is sold to the soap and cleanser industries which do their own further processing and compounding to produce a wide variety of detergent products for household use. The soap and cleanser industries account for more than half of Oronite's market.

In the soap industry there are smaller companies manufacturing similar cleansing products. These companies prefer to have a further stage in the process done for them. For them, Detergent Slurry is supplied. This thick, cream-colored slurry, when put through a drum dryer, results in a coarse flake product. This is D-40 (large flake). A smaller flake is D-40-CS. Another one, still smaller—almost a powder—is known as D-40-FG. Each of these variations is destined for a different market, and the accompanying sales approach is tailored to suit.



MUNICIPAL SELLING: This San Francisco street is getting an Oronite scrubbing instead of the ordinary plain water rinse. It's part of the demonstration-to-sell technique that cures doubts of skeptical industrial buyers, opens new markets.



For example, manufacturers of auto wash or dish washing compounds in branded packages use the large flake D-40. Manufacturers of pearl or powder cleansers may use the D-40-CS. The product in its fine stage, D-40-FG, also finds its customers in the cleanser field.

Five or six years of research preceded placement of the basic hydrocarbon (Alkane) on the market, and of course the wartime shortage of ingredients used to manufacture soaps gave impetus to the development as well as to the initial rapid expansion of its use. However, the company did not see its new product primarily as a soap substitute, but rather as a supplement. Its particular qualities gave it a range of potential markets beyond the practical reach of soap.

Demonstration the Key

From the start Oronite prepared to show rather than merely tell what the product had to recommend it. "So far as we were concerned," says Mr. Baker, "it was a matter of figures and proven facts fully demonstrated by our laboratory's performance. But we didn't assume that our prospective customers would take our word for it." What Oronite did was to supply prospects with the raw product plus the laboratory's findings for guidance and invite them to have their technicians and scientists make their own tests. In this way the larger manufacturers of household soaps and cleansers

BRIGHT AS A STREAMLINER:
Nothing beats a full-size demonstration for proof of good performance.

were able to check the company's claims of superiority, economy, ease of processing.

Among the advantages Oronite was selling in D-40 and its base product was its effectiveness in cleansing with hard water, its effect on greasy soils and the ease of rinsing them off surfaces or out of fabrics. For greasy dishwashing it was seen as a natural, superior to any soap product. Oronite's Sales Department invited prospects to prove with performance tests the claims it was making. It made suggestions for compounding Slurry and D-40 with "builders" which its own findings showed would give satisfactory end products suitable for the keen and capable marketing for which the soap and cleanser industries are well known.

There was one additional selling point in the early days of Alkane: availability. With war shortages plaguing the soap makers, that was a problem. It is a problem in a world of precarious international relations, for no manufacturer building up a brand name wants to be tied to a raw product not available at all times.

As a result of this test tube approach to selling, Oronite has created

its biggest single market, with more than 50% of its production volume being absorbed by the large soap and cleanser manufacturers.* It won this market by demonstrating the superiority, economy (price edge), and ease of processing of its product, and by selling the advantages of availability. "Keeping it," Mr. Baker points out, "depends on continual research on our part to improve the product. Our future is tied to the marketing future of detergents in general."

This future, as well as the present, is seen in a wide variety of fields, among smaller as well as very big users. Among the latter, still in the household cleanser field, are manufacturers who are not financially or technically prepared to take the base product and process it all the way through to its packageable result. For these, Oronite took the Alkane a step further to the slurry stage and, using the same selling techniques, found markets among manufacturers with a variety of formulas for detergent cleaners. Sometimes it went to a prospect with a "package"—the product plus a suggestion for compounding. Often the manufacturer worked out uses or combinations of his own.

"We try to help our customers with the results of the research from

* Detergents now supplement soaps to the extent of between 25 and 30% of the household cleanser market, Oronite's Alkane supplying a large proportion.

our laboratory," Mr. Baker says. "The exchange of ideas with our customers is often of mutual benefit."

Recognizing that there were many industries and firms that would not wish to take Slurry and do their own drying, Oronite took the product to the next step and offered D-40 in its graduated line from coarse to fine. Then it proceeded to tailor its selling to a host of users. Among them were packagers of dairy-cleansing compounds, auto washes, products for general plant clean-up, washers for railroad trains, buses, trucks, flushing streets, cleaning buildings. It adapted the product to some odd uses, such as washing walnuts, softening sheep hides, and cleaning spray residue from deciduous fruits.

Tailored Selling Technique

Each application requires the selling technique to be tailored to the prospective buyer's needs, but the fundamental approach and the merchandising techniques are the same. It might be summed up as science, salesmanship, and sampling. The laboratory supplies facts and figures. The Sales Department, after its own research into a prospective customer's needs, adapts and applies them. Then through the use of sampling plus demonstration the prospect is "shown" through performance tests.

In selling a new user, the first step taken by the Sales Department is to make a study of the cleaning job the prospect has to do. The questions asked are: What is the prospect's objective? What is his current method of accomplishing this end? Will our detergent do a better job for him? Cut his costs? If the answer to one or both of the latter is "Yes," the salesman, armed with facts and figures and prepared to demonstrate, goes in with his story. "Our sales tools are demonstrable facts," says Mr. Baker. Suppose it is a question of showing the wetting ability of D-40. Laboratory results are cited by the salesman to show the extent to which the product is superior to others. If it is a question of detergency, the effectiveness of the product in doing a given cleaning job, again the laboratory results are there to tell the tale.

Take the case of the application of D-40 to washing a railroad train. Travel-stained, dirty, greasy, it presents a problem in cleansing from many points of view. Oronite studied this problem carefully. It found that in many instances railroad companies were using strong acid or alkaline solutions to wash their cars. These are hazardous to handle in that they have a bad effect on the skin of handlers and on the materials being

cleaned. Paint surfaces suffer. Oronite found that a neutral cleanser such as D-40 would materially lengthen the life of paint.

The Oronite Sales Department took the findings to a large railroad. With the cooperation of the executives of the railroad company, whose interest had been aroused, a salesman went in and explained why he believed D-40 would improve the car cleaning operation and reduce the cost of the process. His arguments: Since one of the chemical properties of D-40 is to emulsify grease and oil and carry it off in a water suspension, the dirt coating on cars could be more easily removed. It was adaptable to the mechanical cleaning equipment used by the railroad. Finally, it left no water spots when properly rinsed. The car would come out of its bath and look as though it had been polished with a chamois.

Armed with a sample, the salesman offered to demonstrate the truth of his claims. The offer was accepted. Oronite got the business. Subsequently, other railroads were sold in the same way. Now several railroads use the product. The method used is to back the train at three to four miles per hour through the mechanical wash stand where it is sprayed simultaneously on both sides with a solution of D-40 in water, while brushes that fit up against the sides of the car rub off the dissolved dirt. A clear water rinse concludes the bath and the car drives off as though polished.

If for one reason or another a prospect is not responsive to the offer of a demonstration, the Oronite salesman will use the case history of a satisfied customer (with the latter's permission, of course) whose problems were similar to the prospect's and show how and where his costs were reduced and that the results were more satisfactory with D-40.

Inquiries From Advertising

Often, companies that have seen Oronite's D-40 advertising, or heard of it in some other way, will inquire if the product will perform certain functions for them. Thus the way is open for a study and a presentation. A spectacular street-washing demonstration which Oronite put on a few months ago resulted in many inquiries far removed from the cleaning of streets. The company's object in putting on the performance was to dramatize the versatility of the product and its adaptability to big washing jobs such as municipal sanitation.

With the cooperation of the San Francisco Chamber of Commerce and the city's Department of Public Works, the company's detergent sales

specialist, William J. Dibble and detergent technical service chemical engineer, M. P. Youker, had a sufficient quantity of the D-40 added to the water in the tank truck used in street washing. These two men supervised the process. A busy downtown street in the business district was the scene of the demonstration.

This was not a demonstration aimed at selling a specific customer. Rather it was a performance test aimed at the development of exact information to show the superiority of a D-40 solution for washing jobs where water alone was customary. As a result, when inquiries came in from civic groups and businessmen all over the country, Oronite was in a position to answer questions with facts. Inquirers asked for particulars on D-40 street washing, sidewalk cleaning, garage washing and other uses not previously seriously considered by the company.

Many of the company's leads are turned up through sampling. D-40 is put up for its industrial users in 85-pound bags. Exact replicas of these are put out, for small samples, in two-ounce sizes. There is a larger sample size for prospects who wish to make tests and for salesmen who make such tests in selling.

Samples Handed Out

The two-ounce samples are handed out freely on sales calls, during meetings and conventions. With the laboratory-size samples, made available to a firm's technical staff when the sales contact is further advanced, are suggestions for compounding a manufactured product, or for use in the type of operation indicated.

Technical bulletins describing the properties and applications of the product are among the selling tools. There are also suggested formulas for a diversity of uses. Oronite keeps both customers and prospects posted on the subject of detergents as applied to their particular operations. One method, apart from their own literature, is to call attention to articles on the subject appearing in business or technical magazines.

Advertising is placed in business papers and also in publications such as *Fortune* and *Business Week*. Case histories of problems solved with D-40 is the usual copy approach, with unusual operations—washing walnuts or railroad trains—illustrated.

It is scarcely more than two years since D-40 went on the market. Already a large variety of markets have been won. New ones are in the proving and testing stages. Sales during the second year were approximately 500% ahead of the first year.



Gentlemen: We Regret to Report That Our Scheduled Speaker Has Blown His Top!

(. . . . and with good reason! This embittered Platform Personality is teetering on the brink of madness as a result of embarrassments, indignities, and impositions heaped upon him by program chairmen. In cooperation with his psychiatrist, we are helping rid him of suppressed emotions.)

After what seemed like many years of hard work and assiduous attention to detail, I got just what the Frank Merriwell books promised—a promotion, a nice increase in salary, an office with a rug on the floor, plus something that Frankie-boy apparently didn't know about: a very efficient and attractive personal secretary.

But there was something else that I didn't know about. This new job of mine brought with it the obligation to travel here and there across the countryside, addressing groups of businessmen, civic groups and associations on subjects of mutual interest.

And that's what brings about this not-so-confidential memorandum to you gentlemen who serve as program chairmen. If you're an anti-social thinker who takes no part in organization work, never sticks a thumb

into a meeting program, nor ever faces a microphone as an MC, skip it. You'll find more pertinent reading in other pages nearby.

My first encounter with the devious ways of the gentlemen who arrange programs and employ speakers occurred just short of a year ago at a service club luncheon in a medium-size Ohio city. I would have 20 minutes, the chairman said—the 20 minutes from 1:10 to 1:30 P.M.—and I still have his letter to prove it. "Most of the members," he wrote, "are in business and we have a firm policy of terminating all meetings promptly."

Remember?

Those of you who can still remember your own maiden speech will know how carefully I prepared. My

secretary, watch in hand, suffered through a dozen renditions. My wife did likewise. I cut here, added there, smoothed and polished until every word sparkled like the Hope diamond at a Hollywood premiere. In final form, my double-distilled wisdom required exactly 17 minutes to deliver. No radio program was ever rehearsed with greater attention to the fugiting of tempus.

But catastrophe struck at 1:08 P.M. on the appointed day, when a portly gentleman in a single-breasted blue serge suit rose from among the multitude:

"Gentlemen, I know that we are all anxious to hear the message that Mr. Blank has for us, but before we do I believe that this organization should draft a resolution on the refuse disposal problem. As you know,

the city council is expected to vote on the matter tonight. We should let them know our attitude."

Didn't this fathead realize that no group could possibly take intelligent action in two minutes? Didn't he know that he was stealing some of my precious 20 minutes? Apparently he knew and didn't care, for it was 1:20 before he shut up and sat down.

My carefully planned talk, the hours of painstaking preparation, went a'glimmering. The ad lib, skeletonized version ground to its dreary, unprofitable end at 1:29. The meeting broke up promptly at 1:30, with Mr. Single Breasted Blue Serge leading the pack toward the exits. The club president, who was also the program chairman, apologized briefly. "I suppose I shouldn't have permitted it, but Mr. Serge is very influential. There really wasn't anything I could do."

Moral Courage

Possibly he didn't care, in which case he could hardly claim to possess the moral fiber expected in a program chairman. In a comparable situation at another luncheon meeting in Albany, the chairman demonstrated a more admirable attitude. He lowered the boom on a garrulous gent by announcing that he would be very happy to entertain that member's motion immediately after Mr. Blank completed his talk.

Mr. Program Chairman, if you've promised a speaker 20 minutes, isn't it reasonable for him to expect you to see that he gets 20 minutes? You owe it to him and to his listeners. If you allow a time hog to interfere, some of that carefully prepared talk won't be delivered; the audience will miss a part, perhaps an important part, of the speaker's message.

As a measure of self-defense against the time thief, some speakers have been known to rely on "India Rubber" talks for luncheon meetings. These talks require no special preparation and can be expanded or contracted to fit any circumstances or time period. They consist solely of pleasant generalizations, pertinent anecdotes and flattering allusions to local people and institutions. Popular perhaps, but hardly the helpful or informative talk the members expect.

Such talks do not add luster to the reputation of the speaker; but remember that he is playing a one-day stand. He doesn't expect to return. But if you, as program chairman, get too many India Rubber men, your own reputation with the membership is going to suffer. Guard against this by assuring speakers that they will actually receive the amount of time

you promise them. And then stick to it, come hell, high water or the King of Siam. Do this and your name will be engraved in the hearts of your guest speakers. They will sing your merits from Alabama to the Alcan Highway. And don't believe that the word doesn't get around.

The man who wakes up to find that he has been made chairman of a full-scale dinner program is in pretty much the same position as the half-back who gets the ball six yards behind his own goal line. He has all the possibilities for a personal triumph: He can run, kick or pass. The unforgivable sin is fumbling.

I have been in your shoes, Brother, and can understand your problems. But you can appoint competent committees to handle much of the detail. There is only one of me. If I desert my hearth and hearth and fly four hundred miles to speak in your strange and wonderful city, I'm going to need and expect a lot of help from you.

First of all, don't send your invitations at the last minute. It makes me suspicious and doesn't allow adequate time for careful preparation. I want to do a good job; my boss wants me to do a good job. So do you and the audience. Give me plenty of time, a month at least, more if possible. And let me have complete information about the nature of the event. To tell me that the Buy Low-Sell High Company is having its annual sales meeting and that I am to speak for one hour, is to tell me nothing. But if you tell me that Buy Low-Sell High, the country's oldest radio manufacturer, is holding its umpteenth annual sales meeting; that the theme of the program is "How to Get More Enthusiastic Dealer Cooperation"; that you desire a talk of a certain nature, then you are giving me something specific to think about in preparing my talk.

Give Me Facts

Let me know your position in the industry, your method of distribution and other factors that enter into your dealer relationships. How many people will attend, how many other speakers you expect to have, and my position on the program. The more information you can give, the better are my chances to prepare a talk that will be worth listening to.

Tell me how much you are going to pay (if at all), and your intentions with regard to my expenses.

As soon as I have accepted, I shall consider you as my liaison officer in your town. I assume that you will arrange such matters as hotel accommodations, entertainment, transporta-

tion, etc., from the time I arrive at your railroad station or airport until the time I leave. I assume that you will see that I meet the people I should, and that no one who might want to meet me is deprived of that delightful experience.

I assume that you will handle my publicity, if any, and provide the news photographers with an opportunity to take pictures, either before or during my talk.

I assume that you will take care of these matters because they are important to me and I cannot very well handle them myself. Unfortunately, there is often an irritating gap between expectation and execution.

Please be there when the train comes in. Do not emulate the gentleman in Buffalo who kept me waiting, like a woeful, wayward waif, for 30 long minutes after the train pulled out.

Inside Story

If time permits, I'd like to go straight to my hotel and rest before the business begins. On the way to the hotel you have an excellent opportunity to give me whatever last-minute suggestions you may have. Perhaps, after seeing my kind and honest face, you may wish to pass on additional information about the event. Possibly your sales force is discouraged because of competitive conditions, or for some other reason. If I know this, I may be able to help a little by making a few last-minute changes in my talk. It may just be that in my travels around the country I've discovered how others, in similar situations, have overcome a problem like one that is now bothering you. This is also a good time to go over your introduction with me.

During the months of February, March and April of this year I asked this question of every speaker I met: "What do you prefer to do between the time you arrive at your hotel and the time you leave to make your speech?" The almost unanimous answer: "I prefer to be left alone."

Each time one of the brothers of your fine fraternity arrives to escort me to a dinner, I hope, but no longer really expect, that actual events will bear a reasonable resemblance to the published program. In Pittsburgh, not many full moons ago, I was scheduled to follow a certified public accountant. Due to a fascinating mixup somewhere along the line, I actually "went on" immediately after a vaudeville act. Advice to speakers: Never follow a dancer who doesn't wear much clothing. It is practically impossible to get attention from any guest under 83 years of age. They

Tell them WHERE the FIRE is!

Your copy builds a selling fire. So don't stop there—tell customers where the fire is—tell them where to buy.

Shown here are a few of the big names who address the rich Mid-West farm market with dealer name advertising in The Weekly Star. Accomplished are the highly desirable factors of grass root merchandising, dealer co-operation, dealer and product identification, more rural coverage than available through any other medium and, most important, the local impact it takes to sell goods.

Sell through dealers? The Weekly Star's flexibility is such that it can be adapted to any sales plan for the entire area of Kansas, Missouri, Oklahoma and Arkansas or any branch, distributor, or even dealer territory of these states.

As pioneers in rural merchandising and selling, The Weekly Star has the top coverage and local impact—the know-how to work with you—to work for you.

Send us a county outline of your branch or distributor territories—we'll allocate coverage and cost figures for each one.

The Weekly Kansas City Star.

Largest Farm Weekly in America
Over 440,000 Paid-in-Advance Circulation

Kansas City
1729 Grand
33A-11100-1999

Chicago

New York

just sit there panting, mopping pink bald heads and running fat index fingers around the inside of collars that have suddenly grown too tight.

I'll appreciate it if you do not introduce me before the waiters are through dropping the china. Even Demosthenes himself, complete with pebbles, could not successfully compete for attention with the wraithlike gyrations of one ubiquitous waiter.

And when the psychological moment arrives—the velvet hush, the atmosphere on anticipation—kindly refrain from lousing things up for

me with one of those asinine introductions that compare the speaker to a pluperfect angel. Dale Carnegie, who certainly has earned the right to be heard in such matters, decrees a two-minute limit for speeches of introduction.

Restrain Yourself

If you will just use those two minutes on factual information, you'll have no time to embarrass me with rhetorical side-trips into the heady stratosphere of exaggeration. Hon-

Coming . . .

10 Lessons in Speech Training For Executives and Salesmen. See August 1, Sales Management.

estly, fellows, you really make things difficult for a speaker when you fly into the never, never land of superlatives. Any speaker not bloated with conceit will feel it necessary to enter a demurrer, preferably humorous. And there are some of us who just aren't up to it.

At about the time I sail into my peroration, you probably begin to wonder just what you're going to do with me after the meeting is over. You're not alone. I'm beginning to wonder, too. If you are a good chairman, you will ask me what I would like to do. And if you are a very good chairman indeed, you'll let me do it.

Before the matter slips your mind completely, will you get me off in a private corner somewhere and straighten out the financial arrangements? Please don't make me do it. I have just as much respect for a dollar as you do, but I am as reluctant to broach the subject as you yourself would be if our positions were reversed.

Had I been the chairman, and you the speaker, I would not haggle over your expenses. Fantastic as it may seem, exactly that happened to me in a big city in the Middle West. Chairman to speaker: "Really, Mr. Blank, I had no idea that you traveled by plane." Over and out!

We have fulfilled our mutual obligations, but there is just one more thing that I hope you'll do. It's a small matter and it won't take more than 10 minutes of your time. A couple of days after the meeting, please sit down and dictate a brief letter to let me know that, although I'm gone, I'm not quite forgotten.

Curiously enough, for some reason or other, I value a five-line note of thanks as much or more than any money you could ever pay. Perhaps it's because money is a rather common commodity and thoughtfulness and appreciation are so rare.

As a matter of fact, in all dealings with speakers, Mr. Program Chairman, I doubt if you'll ever find a better guide than the familiar, neglected Golden Rule.

—ANONYMOUS



Over 56,000 grade-school children, representing the 24 Florida counties shaded in the map above, participated this year in The Miami Herald's annual Spelling Bee Competition, -- an event of unusual statewide interest.

Here is added evidence that when it comes to being doubly sure, about market and medium, Florida's Gold Coast and The Miami Herald are a winning combination...a market of 600,000 customers whose earning capacity and spending power are well above the national average...a newspaper which offers exceptionally complete and dominant coverage of its own primary trade area, and whose strong influence is felt throughout the state.

JOHN S. KNIGHT, Publisher
STORY, BROOKS & FINLEY, National Reps.
A. S. GRANT, Atlanta
Affiliated Stations -- WQAM, WQAM-FM

MIAMI--An International Market



The buyers' market is a market of Buyers

... cautious, choosy, deliberate buyers - but buyers, Mister; buyers who have the money and are waiting for values.
VALUES, not just low prices.

... and "Ditch-Digging" Advertising sells by helping buyers see those values.

"Ditch-Digging" Advertising is based on helping customers and prospects understand what a product can do for them, rather than on bludgeoning them with "sales arguments" or seducing them with "psychological nuances."

To do that in a way that will interest prospects and move them a step closer to a purchase, you must first find out for sure what viewpoints, prejudices, and confusions cloak your product in their minds...today;

... not yesterday, when they were being sweet to you in the hope of getting larger allocations and quicker deliveries ...

TODAY, when a clear-eyed, fresh, objective look at your customers and prospects stands a good chance of revealing either obstacles to the purchase of your product or sound new sales approaches.

Now you're set for the "Ditch-Digging" Advertising

Once you know where to aim and what

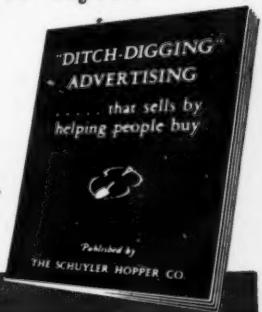
to say, you put your "ditch-digging" crew to work figuring out how to say what needs saying and how often to say it to improve the viewpoints and reduce the prejudices and confusions that stand in the way of sales.

THEN, the "ditch-diggers" work out with you the best kit of tools for your particular purpose--booklets, magazine advertising, direct mail, or whatever other mechanical means of imparting ideas and information fits your case.

The reason for all this is to saddle your advertising with as much of the telling in selling as it can carry, thus freeing your salesmen for the most productive use of their costly time ... closing sales.

We've outlined this approach to buyers' market advertising in a 20-page booklet entitled, "'Ditch-Digging' Advertising That Sells by Helping People Buy." (Reg. U. S. Pat. Off.)

We'll gladly send a copy to any sales executive interested in matching selling and advertising to buyers' market requirements.



THE SCHUYLER HOPPER CO.

12 East 41st Street, New York 17, N.Y. • Lexington 2-1790

"'DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"



coming your way . . .

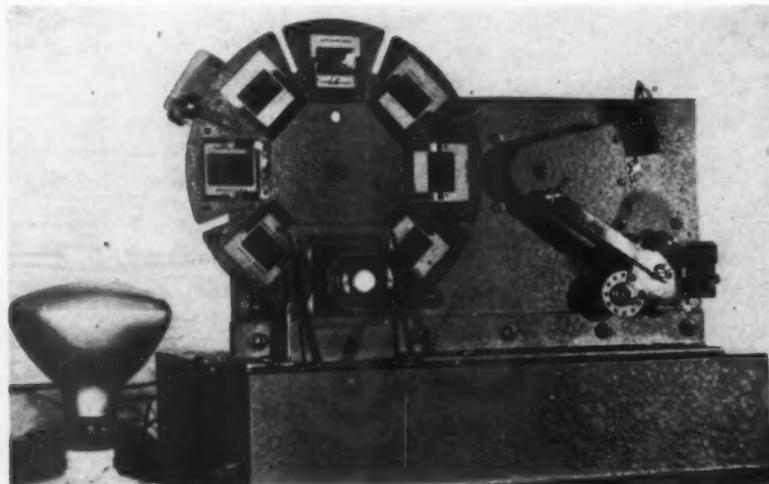
.....**autobar** a new drink-dispensing device, is being introduced for use in bars, restaurants and clubs. It features a neck-lock which fits snugly over the neck of an inverted bottle of liquor. There is an attached glass jigger into which the desired amount of liquor is released upon pressure of a trigger. A Veeder-Root built-in counter tallies the drinks. According to the manufacturer, the dispenser assures the customer full measure of the refreshment ordered, brings the whole operation into full view and makes dilution impossible. The counters provide the bar operator with a record of the number of drinks served. A special "Lazy Susan" rack accommodates a dozen fast selling brands and permits speedy service. The Autobar and the revolving rack are being marketed by Autobar Corp., 233 Broadway, New York City.

.....**automatic slide projector** utilizes a new method of projection which automatically fades one picture out, then fades the next picture in. Each slide is synchronized to change at a momentary point of complete darkness. Each picture fades in gradually from 0% intensity to 100% intensity, can be made to dwell at peak intensity as long as desired, then gradually fades back to zero. There is no abrupt change from one subject to another, no disturbing change from light to dark. The unit is also designed for positive synchronization with lights, sound or mechanical



NEW DRINK DISPENSER speeds up service. Counters provide serving record.

actions. It automatically synchronizes itself within one cycle even after the slide disc is moved for insertion or change of slides, or rotated for cleaning. This projector is produced in 128 basic variations to meet a multitude of display, visual education, and sales training needs. The operator has a choice of four sizes, two stages of brightness, two focal lengths, with or without coupled dimmer, cased or uncased, and choice of two controls—conventional plug-in or remote control. Called the Display King, the projector may be custom timed to the customer's requirements. The makers have found it expedient to provide normal dwells of $4\frac{1}{2}$ to $7\frac{1}{2}$ seconds. There is, however, no additional cost for special timing. A



DISPLAY KING is said to be the first slide projector made with inbuilt provisions for positive synchronization with other lights. Available with coupled dimmer.

special feature is the Viewlex aspheric condenser system. This system utilizes the entire surface rather than just the center of the lens and concentrates brilliant illumination on the screen for either back or front projection. Another feature is the F/3.5 anastigmatic color corrected Luxtar lens. This advanced lens system produces brilliant pictures, even in a lighted room. The Display King projector is powered by a Merkle-Korff motor. It is made by Gale Dorothea Mechanisms, 37-61 85th St., Jackson Heights, Long Island.

.....**rota-file** is a rotating file on a horizontal plane, built to house the normal numerical and/or alphabetical arrangements. One or more operators are provided for (seated) around the rotary. Each can, in a few seconds, bring to her hand (without moving her position) any card in the rotary. Diameter of the Rota-file is about five feet which reduces required area to less than 25 square feet. There are no trays to pull and return. Developed by Wassell Organization, Inc., Westport, Conn.

If you want results

like this on your

LOS ANGELES ADVERTISING

(and at the lowest

milline rate in town]

we suggest you contact . .

THE **MIRROR**
LOS ANGELES

or O'MARA & ORMSBEE, INC.
NEW YORK DETROIT
CHICAGO SAN FRANCISCO

Sears, Roebuck and Co.

2650 East Olympic Boulevard
Los Angeles 54, California

June 6, 1949

Mr. James A. Gannon
The Los Angeles Mirror
145 S. Spring Street
Los Angeles, California

Dear Mr. Gannon:

On Friday, May 13, we ran a double truck in your paper featuring a 9 ft. Coldspot at \$214.88. This ad was run as a test to determine the pulling power of your paper. Consequently, this item was not advertised in any other media.

As far as we can determine, we received 110 inquiries as a result of this ad which we consider unusually good. Without a doubt the ad was responsible for a great many more sales than the inquiries would indicate.

We feel that the Mirror double truck had a great deal to do with our increase in refrigerator sales for the week of May 9 as against the previous week.

Since we at Sears definitely used this double truck as a test, I felt that you would be interested in our opinion of the results.

Very truly yours,

SEARS, ROEBUCK AND CO.

W. F. Plummer

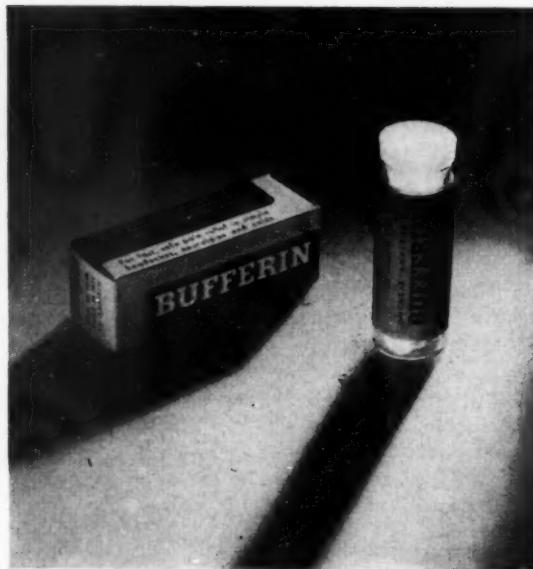
W. F. Plummer
Sales Manager
Los Angeles Retail District

WFP:mm



Photo Courtesy *Modern Packaging Encyclopedia*

BEAUTY & PURPOSE: Western Playing Card's American Artist line gets the jewel case treatment (left). A polyethylene cap protects Bufferin from penetration by harmful moisture.



BY CARL COBBLEDICK

**Director of Packaging,
Egmont Arens Associates**

What Plastic Packages Can Do To Freshen Buyer Interest

Product and promotion seem to be in a rut? Salesmen asking for "something new to talk about?" Dealers skittish about giving you display? Perhaps you need to explore more fully the possibilities of newer packaging materials.



HAPPY MARRIAGE: New kinds of plastics harmonize with high price tag goods. Plastics give Art-Carved rings quality look. Box doubles as jewel-case.

Does the market seem sluggish? Have you been caught talking to yourself about the need of a "fresh angle" or a "plus value"? Maybe you can find it in plastic packages.

Many who attended the annual packaging conference and exposition held in Atlantic City in May thought that plastics stole the show. The point most often emphasized by the plastics exhibitors was the stimulating effect of the plastic package on impulse buying.

Let's take a look at some cases where plastic packages have coaxed some additional change from reluctant pocketbooks.

There's the case of Gillette safety razor's plastic package for blades. This handy, useful dispenser created a plus value that immediately lifted Gillette out of competition. If you get the point of that item, you will come pretty close to knowing what plastic packaging might do for you. Even if initial costs were more than the costs of a more traditional package dress, the new sales volume created was worth the extra money. It doesn't matter where the appropriation for the plastic package came from: whether from packaging and produc-

The
St. Louis Globe-Democrat
announces that, effective
Jan. 1, 1950, its Sunday Comic Section
will be added to the
advertising coverage of



The Globe-Democrat now becomes a "must" with the PUCK Comic Weekly. Its Sunday coverage of 373,804* families in the important St. Louis Market increases PUCK's national circulation to almost **NINE MILLION** families every Sunday!

*Note: The Globe-Democrat
will continue its present
comic editorial features.*

*ABC Publisher's Statement, March 31, 1949.



You Never Know Your Real Friends Until You Get in Trouble!

Over 900 Calls in 6½ hours

May 24th was a normal day at WMBD . . . then BANG . . . bedlam broke loose! A transformer burned out and for the next 6½ hours, WMBD was off the air and WMBD's switchboard operators handled a call every 20 seconds! During this time, an avalanche of over 900 telephone calls were received from people clamoring to know about WMBD's power failure, the first serious breakdown in over 20 years, and about their favorite WMBD-CBS programs.

So . . . what if everything did go wrong? The spontaneous interest in WMBD's power failure showed clearly the station's far-reaching influence and that Peoria listeners do have a favorite radio station. Yes, WMBD does have a loyal audience!

WMBD DOMINATES Peoria



See Free & Peters

WMBD
PEORIA, ILLINOIS



CBS Affiliate
AM 5,000 Watts
FM 20,000 Watts

tion, or advertising. Why quibble? It sold the goods.

Now comes Gem Razor with its plastic Push Pak to compete with Gillette, which at least proves that competition thought the idea irresistible.

A friend of mine likes to call this kind of thing the "built-in premium": the something extra that makes the goods themselves more desirable.

Another example of the built-in plastic premium is the Delrich E-Z Color Pak. It is a flexible, modified vinyl envelope that permits mixing the coloring into the oleomargarine. This package was so newsworthy that other large manufacturers have now adopted it. Extra value! Here also we might mention Listerine Tooth Paste's "Lucky Dog" caps, and Kolyinos' "Indian Head" caps, that produce irresistible plus-values for children. The fact that the little sculptured heads can be worn on a girl's charm bracelet or a boy's cap makes them big pullers.

Built-in-Plus-Value

Once you have a built-in plus-value, you do not leave it lying around. It can go to work for you in your advertising. Gillette, Cudahy, Listerine and Kolyinos have appropriated millions to capture all the plus there is in the plastic packages mentioned above.

Among other plastic containers that give plus-value to the product are the Plax Corporation's polyethylene "squeeze" bottles that squirt deodorants, cosmetics, or what-have-you just where they are wanted.

When you mention polyethylene, you move into a new field of packaging. It is a material which has so much resistance to chemical action that it can be used to hold all kinds of products that would eat their way through cast iron. Consider the case of Penn Salt's Erusticator. Metal or glass could not withstand this rust remover's corrosion. A polyethylene bottle, however, did the trick.

Protection against atmospheric moisture is another plus-value for plastics. A good example of this is the polyethylene film bag which Barden Corp., Danbury, Conn., has adopted for their precision ball bearings. This film has an extremely low rate of moisture vapor transmission, and is proof against acids and alkalies and most chemicals which might cause damage. The film is largely unaffected by extreme changes in temperature and humidity. Temperatures of -60° F. F. will not cause brittleness. Tropical humidity and sunlight do not affect its stability. In the above case, one of its chief advantages is in the fact that the package is not affected by lubricating oils used on the bearings. It

also is impervious to attack by fungi.

Polyethylene also did the trick for Bristol-Myers' Bufferin. Bufferin is a new product which is extremely hygroscopic and it was essential to provide a stopper for the vial which was impervious to penetration by moisture vapor. After considerable laboratory research, it was proved that the product stood up longest when a polyethylene cork was used. Until the advent of this plastic, it would have been difficult to provide a seal that would maintain its efficiency after being used a few times. The flexibility of the polyethylene cap enables it to seal and re-seal the bottle as long as necessary. The moral of this story is: Out of hundreds of plastics now available there may be one that can do a special job for you.

However, here's a warning: Don't go hog-wild with enthusiasm for a given plastic material. There is the case of the very creative Mr. Tupper.

Earl Tupper, a plastic molder, is a striking example of the type of man who has successfully applied creative merchandising thought to plastic packaging. But he, too, in his day, has been stung. He once developed a set of poker chips. Both the chips and the box were molded of polyethylene. He believed that he had something terrific—but the chips simply wouldn't sell. Perhaps it was because people prefer a poker chip that shouts "Money! Money!" when it is tossed into the pot. Unfortunately, polyethylene chips just whisper. At any rate, Mr. Tupper had a lemon on his hands and a large investment in molds and stock.

From Strike to Home Run

Here is where Mr. Tupper's creative thinking turned a strike-out into a home run. He got some cheese, shaped it in rolls to fit the spaces where the chips had been and sold the package to a cheese company. The sales manager of the cheese company saw the value of this premium pack, its novelty, display power and visibility, and its re-use value. It sold cheese in a big way. Mr. Tupper didn't stop there. He did the same thing with a sausage manufacturer and again the product jumped in sales. Then he took the box, carrying four bottles of perfume, to a perfumer and sold it.

What Earl Tupper discovered, through his poker chip experience, was that plastics in and of themselves do not insure sales. The finest materials on earth can be misused. Such mistakes can prove extremely costly not only in dollars, but in lost sales opportunities, because of disillusionment with a whole set of materials which, properly used, might be just what a product needs.

How, then, can you know when plastics will add the looked-for sales-plus and when you should leave them alone? As with other sales problems, there is no formula. You can (1) hire an expert; (2) do enough research to develop a proper background; (3) take a tip from the experience of others who have scored successes with plastics. The Society of the Plastics Industry is now setting up an information labeling committee for the purpose of making available more exact knowledge about plastic materials.

Mr. Tupper's cheese and perfume packages are typical of a big category of plastic sales stimulators: the re-use package. Every Christmas, re-use packages begin crowding the counters of retail stores, and a great deal of ingenuity is expended by all hands in thinking up something that will bring that holiday spirit into the sales charts.

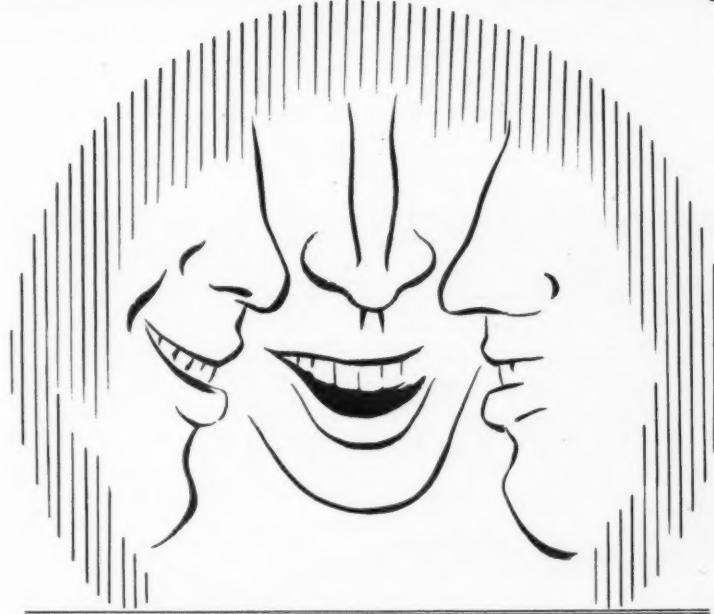
Chen Yu wanted a lipstick and nail lacquer combination gift package. They adopted a stylized version of the delicate teacups used in the Orient, and molded it in high-temperature styrene. It was produced in several bright colors and attractively tied in gay-colored ribbons. Chen Yu moved out of the shops and under the Christmas trees of America. After taking out the cosmetics, the cups could be used to drink tea in Oriental style, or as a manicure cup, or to house buttons and bows.

A Tip for SM's

A tip for you, Mr. Sales Manager: Many plastic molders have transparent plastic containers in their shops which, with some imagination, could be put to work as packages with plenty of sales appeal. Since the mold costs already have been largely amortized, you may buy these containers at a fraction of their made-to-order cost. At first look, maybe the molder would not have anything you can use. But give those plastic shapes some thought. Let your imagination work on how your products might look inside. Remember Mr. Tupper and his sausages, cheese, and perfume. Of course, if your product is well-digging machinery, the plastic molder probably will not have any shapes that will suit you. However, if your item is somewhat smaller, give your imagination a chance. Put some plastic packages and molders' shapes on your desk and think about your product in relation to them. If nothing else, you'll be getting the feel of the materials.

Since there is no law limiting the number of manufacturers selling processed cheese to the public, the battle of the cheese brands has become something of a dogfight. The Kraft people

Something TO TALK ABOUT!



Metropolitan Sioux City, Iowa, has a population of 105,100 and is ranked by Sales Management's 1949 Survey of Buying Power as 144th in the nation. This fact gives rise to a very interesting phenomena. In only ONE category does Sioux City's Retail Sales fall below its population ranking. In every other case Sioux City, Iowa, surpasses cities three and four times its size in many important aspects. Study the facts below:

METROPOLITAN SIOUX CITY, IOWA*

POPULATION	105,100	Rank 144th
NET EFFECTIVE BUYING INCOME PER FAMILY	\$6,352	Rank 21st
NET EFFECTIVE BUYING INCOME PER CAPITA	\$1,861	Rank 23rd
GENERAL MERCHANDISE SALES	\$26,045,000	Rank 84th
TOTAL EFFECTIVE BUYING INCOME	\$195,636,000	Rank 97th
DRUG STORE SALES	\$4,382,000	Rank 113th
TOTAL RETAIL SALES	\$141,956,000	Rank 114th
FOOD STORE SALES	\$27,762,000	Rank 133rd
FURNITURE, HOUSEHOLD & RADIO SALES	\$5,124,000	Rank 185th

*All facts from Sales Management's 1949 Survey of Buying Power.
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The Sioux City Journal JOURNAL-TRIBUNE

SIOUX CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
New York — Chicago — Detroit
Los Angeles — Atlanta — San Francisco



have been pretty smart in getting their cheese spreads out of the competitive rut by using attractive re-use tumblers of glass. Their Camembert cheese was a problem because of its little pie-shaped sections, until somebody thought up the semi-circular, transparent, styrene box which can be used to hold jewelry, and/or other valuable things around the house. The Plastics Division of Chicago's General American Transportation Co. got into this picture by molding a semi-circular box with a thin cross-section—so thin, in fact, that it cost

little more than the wooden box formerly used.

The story of what transparent films, like cellophane, have done to merchandising is familiar. Interestingly enough, this story has been duplicated in the histories of some of the new films. Sheetings such as Pliofilm, Lumarith, Vinylite, Saran, polyethylene, polystyrene, etc., have chalked up new records of selling achievement, because, in addition to transparency, they have other admirable qualities. For instance, *Modern Packaging* tells of a sales test on oranges wrapped in

a pliofilm bag, holding five pounds. Not only did they sell better (four to one) than oranges in mesh bags, but the oranges were better protected, kept longer. The bag also had a premium value as a refrigerator bag. Sales records proved that the Pliofilm wrap was an impulse accelerator.

This idea of plastics becoming an effective silent salesman is particularly important in a self-service store. It works the other way around, too. Items developed for self-service selling do better in service establishments.

Preferred Position

A product that is packaged with enough plus-values, or glamor appeal, usually gets preferred position on the counter. This is an advantage in these days when displays of all kinds are often ruled out of self-service and variety stores. Take the case of Park Metalware Company's Xcelite reaming and screwdriver sets. These are packed in transparent molded cellulose acetate boxes which are so handsome that they often sell on sight. Consequently, hardware merchants keep them on display near the cash register. Hence, because the impulse to buy hits the customer *when his purse is out*, plastic packages have chalked up a worthy record in getting preferred store position.

If mold costs scare you away from molded plastic containers, don't abandon the idea of plastic packages until you have explored the possibilities of transparent rigid sheeting. It can be fabricated into alluring display packages similar to those used by some of our smarter florists to glorify de luxe items such as orchids. It's a big jump from flowers to hardware, but the same technique is selling Aladdin Knife Sharpener for the New England Carbide Tool Co., Cambridge, Mass. They are featuring their product in a handsome display box. The trick of its construction is to combine the transparent, semi-rigid sheeting, with a stiffer paper board, on which the necessary lithography appears. This cuts cost without sacrificing visibility. For light merchandise the entire box may be made of the transparent material which comes in various thicknesses.

Rigid sheeting has rightly been called "the miniature show case," because packages made from it, in whole or in part, not only have additional appeal, but they do a perfect job of protection against grime and dust and too much handling. One of the smartest packages I have seen made of this material is a dispensing unit for lace ruffling made by Wm. E. Wright & Sons Co. It consists of a carton with

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- A Market unto itself quick to respond to local sales appeal when the right selling method is used.
- A Market where there is but one daily and Sunday newspaper offering complete family coverage at one low cost.
- A Market where there is no substitute for the Beacon Journal when you wish to do an intelligent job of selling.

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER
REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY

a curved acetate hood which displays the ruffling alluringly, yet, at the same time, protects it from dust and handling. The customer can observe the color, design, texture and weight of the product. The ruffling is sold on sight, untouched by any but the sales-girl's hands. She opens the carton at the bottom, snips off the desired yardage, and then puts the balance back under the transparent hood, ready to lure the next customer.

The sales executive who applied this package to dry goods retailing, cut down the amount of material returned to the manufacturer because of soilage or damage in shipping, and, at the same time, he earned the appreciation of the dealer by supplying a sensible package suited to women's buying habits. As a result, sales for Wright's Rufflings have increased.

It has been interesting to watch the impact of plastics in the packaging of luxury and high-style items such as perfumes and jewelry. Because plastics first went into a number of low-price items sold in the variety stores, the tendency of the luxury trades was to hold aloof from plastics. As new kinds of plastics were developed, some of which, like the Acrylics, Lucite and Plexiglas, definitely had that glamor look, a more recent trend has been to give plastics a try. It was discovered that good taste applied to plastics is rewarding—as rewarding, in fact, as good taste can be when applied to any other material. The fact is, that good design can give this material a new glamor look even more effectively than other less tractile materials. So the luxury trades began to open their doors.

Plastics for Luxury Trade

That was the experience of the jewelry trade. When gaudy plastic display packages were first introduced for the sale of the less expensive watches, rings, etc., the better retailers developed a prejudice against plastic packages. Such was the situation when J. R. Wood & Sons sought a plastic package for their diamond engagement and wedding rings. They wanted good style and dignity. They considered plastics the logical material for de luxe gift ring boxes, and proposed to show the trade that plastic ring boxes could be just as beautiful as any others. A ring box was designed for them—a box which avoided the over-elaborate decorations molded on competitive boxes. The boxes are so simple that attention is directed to the diamond rings themselves. The velvet pad which holds the rings can be lifted out, so that the little box can be used as a tiny jewel box. Most

important, from the sales and advertising angle, is the trade name "Art-Carved," inscribed in the lid. This box, with its trade name, is featured in all advertising and thus serves the purpose of impressing a particular brand of wedding rings on the public's mind. A wedding ring is just a wedding ring to most people, but Mr. Wood wants people to think of an "Art-Carved" wedding ring as appearing only in the neat little plastic box. The end result is that Mr. Wood has succeeded in putting a label on a wedding ring, something the trade has

been trying to do for years. So you can chalk up this added function of plastic packaging . . . to increase the impact of a trade name—or a trademark.

By now we begin to see that in plastics we have a new set of tools which opens all kinds of hitherto untouched merchandising possibilities. We will leave the motivations to be untangled by the psychologists, but it has been proved, again and again, that plastics can stimulate those impulse purchases so dear to the heart of any sales department.

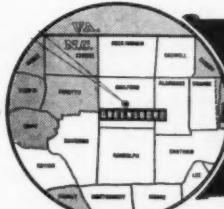
**GREAT INDUSTRIES IN THE
Growing GREENSBORO MARKET**



**ERLANGER
MILLS**

Starting in 1914 as a small concern, Erlanger Mills is today one of the South's largest individual rayon manufacturers, employing more than 1,200 people and producing more than 150 million yards of rayon fabric annually. With a current appropriation of a half million dollars for plant modernization, Erlanger Mills is typical of the industrial growth and expansion in the Greensboro market area.

Build YOUR sales volume in the rapidly GROWING GREENSBORO MARKET through a consistent advertising schedule in the NEWS and RECORD with 60% coverage of the 12 County ABC Retail Trading Zone and daily reader responsive audience of more than 90,000 people.



*Greensboro
News and Record*

* 1949 Sales Management
Figures.

GREENSBORO, NORTH CAROLINA
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FOR
PREMIUMS
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GIVE-AWAYS
PRIZES
AND AWARDS

Cash in on the wide acceptance of

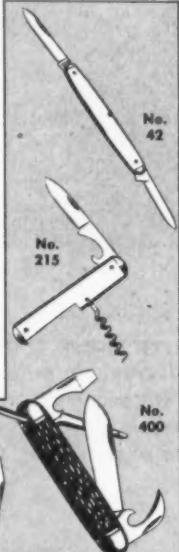
Pocket Knives

to help boom sales

"Everybody" wants a knife
"Everybody" can use a knife

POCKET KNIVES
from 20¢ to
\$10.00 each

• 123 different styles
• Novelty knives—heavy work knives—light, gentlemen's knives—all with blades of custom made steel, hand sharpened.



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Special Sales Dept., 60 E. 42nd St., N.Y. 17, N.Y.

Careless Hiring and Training: What Does It Cost in Dollars?

An analysis of practices among the 108 member-firms of NERSICA sets average cost of salesman-failure at \$590.

When salesmen fail to last, either because they never should have been hired in the first place or were trained improperly, how much does it set the employer back? Or, to put it more simply, what are the wages of sales managerial sin?

If the 108 member firms of NERSICA (Northeastern Roofing, Siding and Insulating Contractors Association, Inc.) are at all typical, the costs per salesman may be assessed as follows:

Recruiting, hiring, training	\$400.00
Loss on overdraw	190.00
Total lost per salesman	590.00

This average down-the-drain wastage of money is definitely on the conservative side, since the averages apply in most cases to firms that employ commission salesmen.

A figure of \$1,000 for the average U.S. company is probably nearer the truth, and it is likely that in 1949 manufacturers, distributors and wholesalers will employ as many as 500,000 men who turn out to be misfits or failures, for a total cost of a half billion dollars. Whatever the figure may be, it is shockingly high.

That isn't all. The loss cannot be measured by out-of-pocket expenses only. What about the cost of ruining

many a prospect for a long time to come because a misfit salesman has mishandled him?

The NERSICA survey was conducted among 108 member firms by the New York City office of The Personnel Institute, Inc., under the direction of Morris I. Pickus, President, and covers the calendar year 1948. The program was planned in cooperation with C. N. Nichols, managing director of NERSICA.

EMPLOYMENT

On January 1, 1948, the 108 NERSICA firms employed 891 salesmen.

On December 31, 1948, the same firms employed 953 men, or a gain of 62.

During this period, however, the firms hired 1,314 salesmen, of which 1,252 left before the end of the year.

Eighty-five per cent lasted four months or less.

Out of every 20 hired, 19 left within 12 months.

Newspaper advertisements (87) and other employes (52) were the favored sources of employment.

HIRING TOOLS

Only 26 companies (out of 108) used any form of application blank. Of these 26, the majority merely

Can You Afford to Be "Too Busy to Read?"

"There's one field of reading I'd do myself . . . trade publications of my own industry. You'll find them loaded with marketing ideas. I know from personal knowledge over the years, that Modern Plastics alone has published literally hundreds of articles that blueprint ways and means of finding more new markets.

"The same goes for whatever business publications come to your desk or home. You can't read them all. But I'd be sure someone read and clipped them for news about industries to which to sell, appointments, thought-starters that might lead me into markets I'd never dreamed of otherwise."

—Sam M. Ballard, executive vice-president,
Gardner Advertising Co.

had an applicant list his name, address and previous employment. Six used some type of interview form. Seven employed some aptitude testing.

The survey shows that the majority of owners and sales managers depended almost entirely upon personal judgment—a quick sizing up of the man and a decision that he ought to make good if hired.

INCENTIVE PLANS

The majority of NERSICA salesmen work on a commission basis, with a range of from 10% to 30%, but salary guarantees or drawing accounts are common practice. The annual income for salesmen who work a full year ranges from a low of \$1,500 to a high of \$20,000. The average is slightly less than \$100 weekly.

As reported earlier, the average loss on overdraw from the salesman who didn't make good was \$190, but a number of firms reported average losses in the \$500-\$1,000 range.

TRAINING METHODS

How long does it take to train a salesman? NERSICA members voted all the way from practically no time at all up to four full years, with an average of 12 weeks.

Nine hundred and sixty-one of the 1,314 originally hired men left their employers before the training period was over, or 3 out of every 4.

The most widely used training plan (60% of companies) was the "on the job" method, consisting of a few days in the office becoming familiar with products and office procedures, followed by field experience with a manager who counselled on canvassing and closing techniques.

WHAT CAN BE DONE?

NERSICA members are not "horrible examples." They deserve praise for their candor in giving out details on their high turnover and for their efforts to do something about it. As a matter of fact, the Association has employed The Personnel Institute, Inc., to provide assistance in hiring and training during 1949. The 1948 record of turnover, while bad, probably is no worse than would be found in many other industries if the members dared to lay the sad facts on the line.

The NERSICA survey raises some basic questions which every sales executive might ask himself:

1. Am I utilizing the best source for recruiting new men?
2. Do I know the best questions to ask each prospective salesman?
3. Do I know what makes good salesmen click, the qualities to look

for in new men?

4. Have I worked up job specifications in such precise manner that the new man knows what he is applying for and I know the kind of man to look for?

5. Do I use available scientific techniques to help me select the right man?

6. Do I oversell the earning possibilities of the job, with the result that a new man quickly becomes discouraged?

7. Is my original training plan adequate?

8. Am I guilty of assuming that the older men do not need retraining?

9. Am I sending the men out with the equivalent of a saw and a hammer instead of a well stocked tool chest?

10. Do I learn all that might be learned as to *why* the failures are failures?

11. Do I dare to estimate the last year's cost to my company of the men who failed to make good, assigning as cost both the direct costs and the ill-will which the misfits created?

12. Am I doing anything to improve the men on the pay roll?

Now!
THE MOST PRACTICAL
PEN IN THE WORLD:
THE NEW *Ritepoint*
Compression
JET-FEED PEN
READY TO BUILD SALES FOR YOU

The successor to ball pens...no other pen like it... smoother writing, absolutely reliable, easily refillable...and READY TO GO TO WORK FOR YOU.

Here's your chance to put your name and message at the real "point of sale" in the hands of the men who sign the orders. Both men and women's sizes. Quality finish and styling.

Exclusive Licensee Quality finish and styling.

Ritepoint
the famous lighter
with the visible
fuel supply

Nationally advertised and featured. Holds many weeks' reserve of fuel. Handsome appearance. Available in jewel colors: Crystal, Ruby, Emerald, and Topaz. Reliable, lightweight. Complete with 3 extra flints and already fueled. Precision engineering for long life and constant satisfaction. When the Ritepoint Lighter carries your name and sales message, your customer will keep his eye on it.

The perfect gift
FOR BOTH MEN
AND WOMEN

Refill units replaced in 2 seconds. Supply them to customers and get "extra mileage" for your ad dollars. Units come in red, green, blue. To change, pull out old and push in the new.

Write or wire for
distributors' name and
quantity prices.

Ritepoint
CO.

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Makers of "can" and "bottle" top and miniature product display pencils and other fine writing instruments.



PLASTICOLOR COVER sells home or shop

Kitchen stains, even grease, vanish from Plasticolor* Cover at the touch of a cloth. That means long-continued sparkle and freshness for recipe books and such, when attractively bound in one of the six brilliant, sealed-in colors of Plasticolor Cover.

But you say your printed pieces need toughness and durability more than beauty? Then examine this permanent lamination of plastic film and fine Beckett cover stock. It outwears dust, dirt, grease, rain, almost anything. For luxury promotion pieces, shop instruction manuals and outdoor displays, Plasticolor Cover helps create the first sale, builds repeat business.

Ten seconds' examination will prove the combined delicacy and long life of Plasticolor Cover. Getsamples from your printer, Beckett paper supplier or us.

THE DOBECKMUN COMPANY
Cleveland 1, Ohio • Berkeley 2, Calif.

P.S. Also look at Doplex* Brilliant, the light-weight twin of Plasticolor. Permanent, sparkling brilliance, in nine colors, for package wraps, box coverings, labels and such uses.



Shop Talk

Assist from the State Department

At the N.S.E. banquet in May a talented young man placed some tunes on the Hammond organ. He started off with a medley of national airs as a salute to the foreign visitors. I noticed that the audience was a bit uncertain how to behave.

It occurred to me that those of you who have a hand in conventions might like a "file and remember" note for occasions of this kind. The Polish & Poise Division of the State Department, otherwise known as Protocol, tells us that when the national anthems of other nations are played, everyone should stand.

The High Court of Flawless Deportment adds that since almost no one promptly recognizes the identity of such music, it is best to use a program note to indicate that national anthems will be played at such-and-such a time. At the appointed moment the Master of Ceremonies should make a suitable announcement and ask the audience to rise.

There aren't any very precise rules, it seems, about the anthem business. It isn't considered impolite to run a batch of them together in a medley, since playing all throughout would often take too much time. But it isn't *au fait* ever to "embellish or jazz up" the originals.

Protocol tosses in a postscript: If you get into situations where the flags of many nations are to be displayed, get a copy of Public Law 928 and read it. Your own legal department probably has a copy in the files. The rules on flags are precise.

Big Bessie

'Way back in the issue of October 15, 1947, I wrote a short piece for the Editorial Page in which I said: "A sellers' market jag leaves many an industry weakened in a vital spot: deterioration of product . . . As backlogs are exhausted as a source for new business and consumer dissatisfaction with product performance piles up, product research departments are going to have to fight a stiff battle for a return to product stamina. They're going to have to find ways to build in more value for the consumer's dollar. Nothing in the world but competition will do this."

I've never won any laurel wreaths for prediction, but that one was right on the nose. It's heartening to see that so many companies are beginning to make a real fight, on the manufacturing and service ends, to mend the broken fences of consumer good-will. They're really trying to re-establish product integrity. Reminds me of a story:

I've lost track of the chap now, because he moved out of my neighborhood. But I'll bet a barrel of Ballantine's he still drives a Buick.

This is why: Back in 1928, Mr. Blank sold a block of A. T. & T. at a handsome profit. By way of celebration, he blew himself to a new car . . . the one they used to speak of as "The Big Buick." It was as long as a fire engine and as roomy as a bowling alley, a handsome piece of transportation for dad and mom and the four youngsters.

Out by the garage one day Mr. B. was at work polishing the sleek black nose, and exuding pride-of-possession, when the postman came along with the mail. There was a letter in it from the Buick home office. Of course I can't quote it exactly, but it said something like this:

"Dear Mr. Blank: Six weeks ago you purchased such-and-such a model Buick. At the time these cars went out of the factory we believed them to embody in every detail the highest type of engineering

of which our skilled and experienced staff was capable. Now we have discovered that the shock absorbers are not giving the performance we think is required in so fine a car. We would like to replace them immediately . . . Will you, therefore, at your convenience, take your car to your dealer? . . ."

Mr. Blank was, to quote one of my rural friends, "taken back all of a heap and completely flabbergasted." In all his buying experience nothing like that had ever happened to him before. All his friends and neighbors listened to the story of the company that didn't wait for trouble or dissatisfaction to develop, but went out of its way on its own initiative and at some considerable corporate expense, to protect the integrity of its product.

Well, the shock absorbers were replaced, and Mr. Blank drove "Big Bessie" (the kids' name for the car) and several other Buicks a long and happy mileage in the ensuing years. I doubt if Mr. B. would have taken any other make of car as a gift. He was a one-car man, and his car was Buick.

This story has bubbled to the surface of my memory a number of times during recent months because it demonstrates just about the ultimate in "product-conscience."

So many of the wares we put out in the rush to convert post-war demand into sales were lacking in precision of manufacture and were poorly inspected. Many a buyer (especially of equipment-type products) is bitter over performance failure and outlandish repair bills. It seems entirely reasonable to suppose that some substantial part of the present-day wariness of buyers is traceable to such buying experiences. Now, after four war and three post-war years in which nobody gave a damn, customer good-will has again become a precious commodity.

The full turn of the wheel has now come about, and we're back to the place where we must not only demonstrate a new awareness to the need for conscientious analysis of, and prompt adjustment of complaints, but we must, like Buick did 20 years ago, take the pains to head off trouble before it arises.

In so doing, we shall be rebuilding the deep and abiding confidence that so immeasurably eases the work of the sales force.

No Man of Distinction

The article on page 45 of this issue is for everyone who has ever fought off the impulse to strangle a program chairman.

This piece came in unsolicited, unheralded by any query. It apparently resulted from spontaneous combustion. There was no cue to the author's identity. My dictated acceptance letter ended with a come-on-now-and-tell-me-who-you-are paragraph.

Part of the reply: "I wish I could honestly describe myself as the typical Arrow shirt or *Esquire* magazine young executive, always impeccably turned out, with gray-flecked wavy black hair and a fond, vacant smile. It won't work.

"I'm big enough, and not too old, but always manage to have a baggy-pockets-stuffed-with-stuff look. I am assistant to the advertising director of a pretty good-sized manufacturing organization. We have branch offices in the principal cities and a dealer organization of about 5,000. Before joining this company I was advertising manager for a daily newspaper.

"I don't suppose my speaking experiences are especially unique. I thought it might not be a bad plan to strike this blow for better treatment before I begin to get too used to being booted around."

Angelo did the cartoon we've used for illustration. Any resemblance between the fuming speaker in the drawing and the author of the article is purely coincidental.

A. R. HAHN
Managing Editor

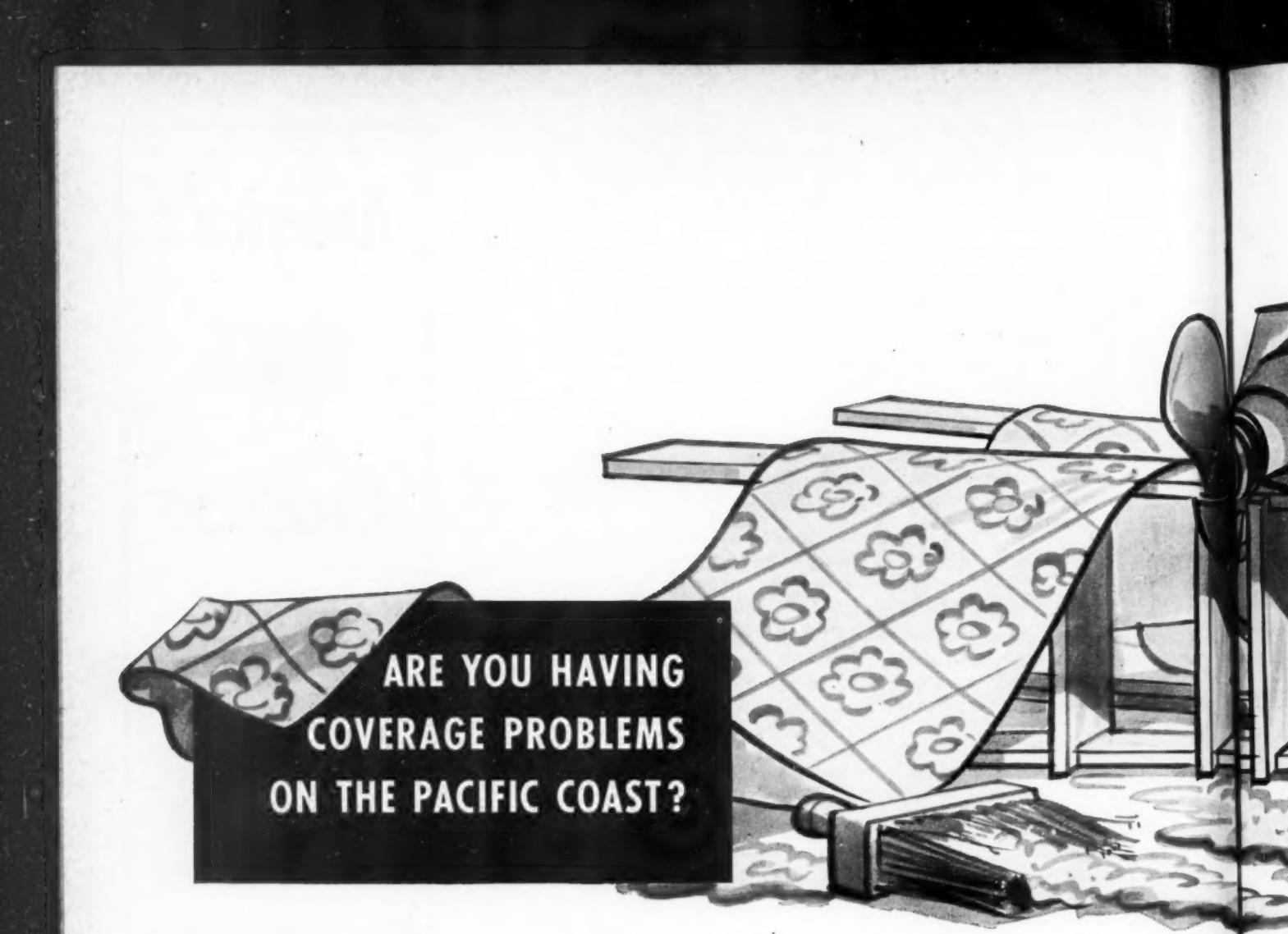
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THE Journals of Commerce

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ARE YOU HAVING
COVERAGE PROBLEMS
ON THE PACIFIC COAST?

DON LEE COVERAGE IS designed for the Pacific Coast,

where markets are big but far apart. Don Lee gets to your prospects locally—where they live—in 45 wealthy buying markets.

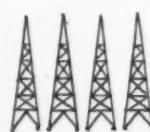
Nearly every worthwhile Pacific Coast market is surrounded by mountains (many over 14,000 feet high) that make long-range broadcasting unreliable. But Don Lee broadcasts locally *from within* the buying markets, where people cannot always receive out of town or distant broadcasting.

Don Lee's *complete* market penetration pays off consistently in more sales in this area where nearly 14 million people spent over 15½ billion dollars in 1948. You can't get *complete* market penetration of the rugged 1,352-mile-long Coast with less than Don Lee's 45 stations.

LEWIS ALLEN WEISS, *Chairman of the Board* • WILLET H. BROWN, *President* • WARD D. INGRIM, *Vice-President in Charge of Sales*
1313 NORTH VINE STREET, HOLLYWOOD 28, CALIFORNIA • *Represented Nationally by JOHN BLAIR & COMPANY*

Of the 45 Major Pacific Coast Cities

ONLY 10
have stations
of all 4
networks



3
have Don Lee
and 2 other
network stations



7
have Don Lee
and 1 other
network station



25
have Don Lee
and NO other
network station





If you want to go places with your Pacific Coast sales—don't leave any of the 45 important markets uncovered. Sell the buyers locally *from within* their markets—buy Don Lee!

Don Lee Stations on Parade: KVEC—SAN LUIS OBISPO, CALIFORNIA

KVEC is the only network station in wealthy San Luis Obispo County (1947 Retail Sales—\$50,028,000). Operating on a power of 1,000 watts daytime—500 watts at night—and a frequency of 920 kc., KVEC has what it takes to get your message heard. If you want to sell your products in San Luis Obispo County, you'll do it better, quicker and more economically with KVEC—and if it's the whole Pacific Coast you're after, your best bet is to use the 45 stations of the Don Lee Network.

The Nation's Greatest Regional Network

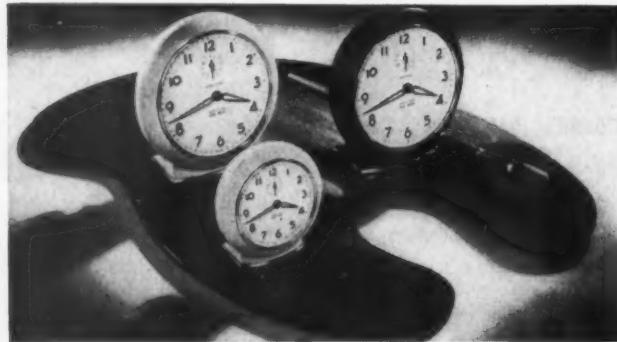
Mutual
DON LEE
BROADCASTING SYSTEM

Designing to Sell

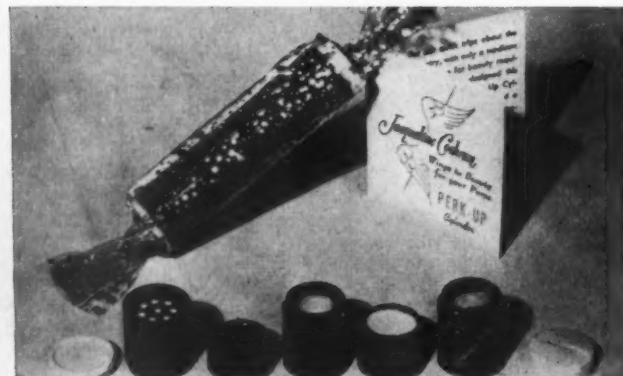
CREATIVE TOY: Cut-out designs are made of a flexible Vinylite plastic that adheres to a special board, glass or porcelain. No glue or paste is necessary. Manufactured by Atlantic Plastics.



NEW CLOCK DESIGNS: Westclox alarm clocks are appearing in new dress. The clock is cradled lower in the base. The case is slimmer and greater visibility of the dial and more legible numerals have been achieved.



MODERNIZED PARA PACK: The moth chaser is now available in a highly stylized ivory colored plastic container. Designed by J. O. Reinecke & Associates for the Enoz Div. of Diversey Corp.



PERK-UP CYLINDER: Purse-size container divides into five sections. The sections are provided for cleansing cream, night cream, foundation cream, rouge and powder. Introduced by Jacqueline Cochran, Inc.



Detroit's Weekly Reference Library for Home-bodies

Faithfully, every Friday, The Detroit News' Home Section gets a neighborly welcome from those who own, or are contemplating owning, their own homes . . . in this city of homes.

The Home Section (part of The News' regular Friday edition) is packed with home-building plans, home-buying guides, and home information of all kinds. Its tremendous appeal to home-bodies is clearly illustrated by the thousands of requests received for popular home-building plans drawn especially for Detroit News readers.

Yes, The Detroit News is right at home when it comes to driving *your* sales story home! This has been Detroit's HOME newspaper for over 75 years . . . and enjoys the largest ABC-recognized home-delivered circulation of any newspaper in America!

444,173—total weekday circulation—again the highest weekday circulation ever attained by any Michigan newspaper

559,675—total Sunday circulation. A.B.C. Figures for 6-months period ending March 31, 1949



NATIONAL REPRESENTATIVES: DAN A. CARROLL, 110 E. 42ND ST., NEW YORK 17—THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

"TOM CAFFERTY" by Robert Henri (1865-1929)
—reproduced directly from painting
in the permanent collection of the Rochester
Memorial Art Gallery, Rochester, N. Y.

Lithography by STECHER-TRAUNG

PERHAPS you won't feature *fine art* in your sales and advertising material, but you can make each job a *masterpiece*—by using "Lithography by Stecher-Traung." And that means top quality work by experienced craftsmen who know how to create and produce FULL Color lithography *that sells!* Learn how you, too, can take advantage of the mass production economies which Stecher-Traung customers enjoy on FULL Color folders, booklets, box wraps, labels, point-of-sale material, etc. A phone call or wire will bring you facts, advice and ideas—at no obligation whatever.

SPECIALISTS IN FULL COLOR—Advertising Material • Labels • Box Wraps • Greeting Cards
Seed Packets • Folding Boxes • Merchandise Envelopes and Cards

STECHER-TRAUNG LITHOGRAPH CORPORATION

Rochester 7, New York • San Francisco 11, California

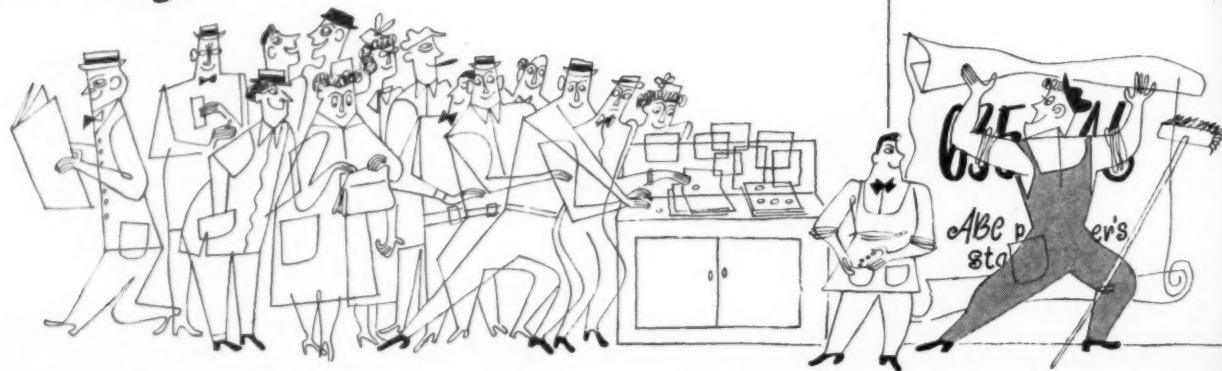
Branch Offices: Baltimore • Boston • Chicago • Columbus • Harlingen • Jacksonville • Los Angeles

Macon • New York • Oakland • Philadelphia • Portland • Sacramento • St. Louis • Seattle

Special New York Sales Associates—Rode & Brand



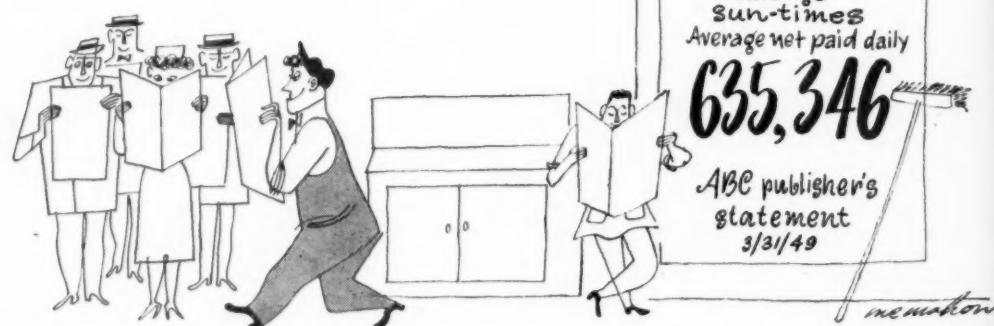
In Chicago...



the Sun-Times



the Sun-Times...moves



the Sun-Times...moves...the goods!

Of 28 daily newspapers published in Chicago
in the past 102 years only TWO have
ever passed the 600,000 mark!
The Sun-Times is one of them!

CHICAGO
SUN **TIMES**
THE PICTURE NEWSPAPER

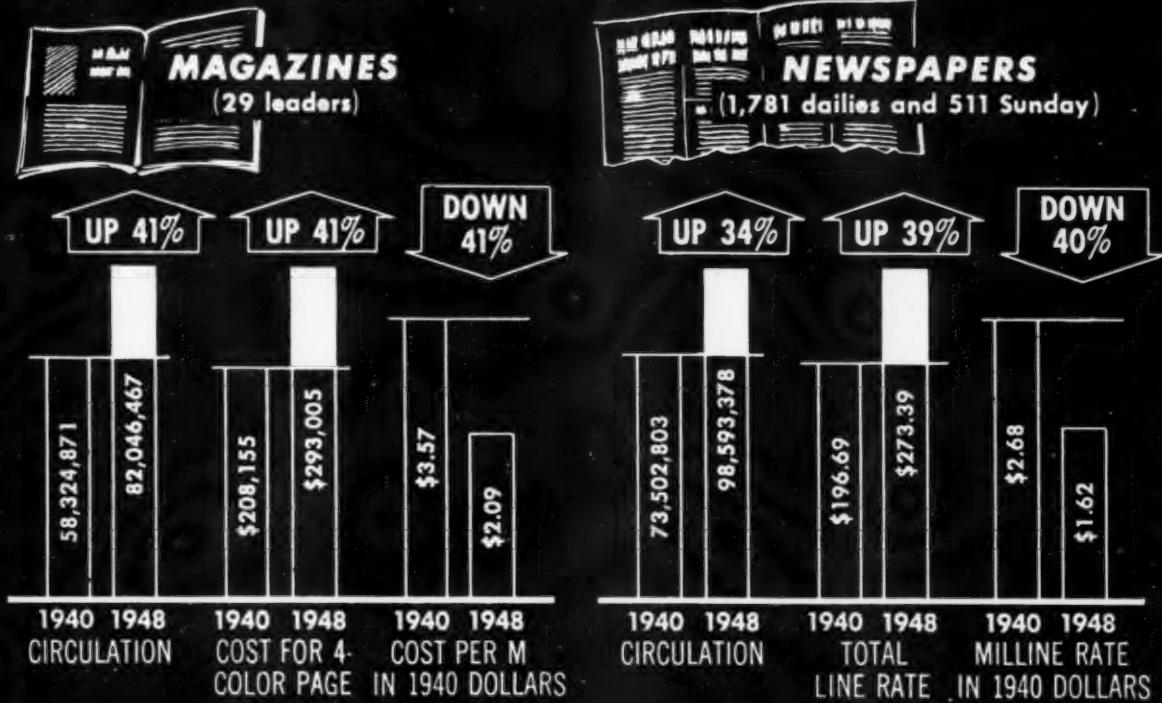
MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

ADVERTISING COSTS ARE DOWN 40% IN TEN YEARS

The cost today to reach people through advertising is the same as it was in 1940. Magazine color rates per page per thousand are \$3.57 today and were the same in 1940; milline rates of daily and Sunday newspapers are \$2.77 today as against \$2.68; cost per thousand radio homes covered by major networks is lower.

But... these costs are in current dollars which have a purchasing power for other products of only 59%. In terms of constant dollars this means that the cost of reaching people through advertising is down about 40%.

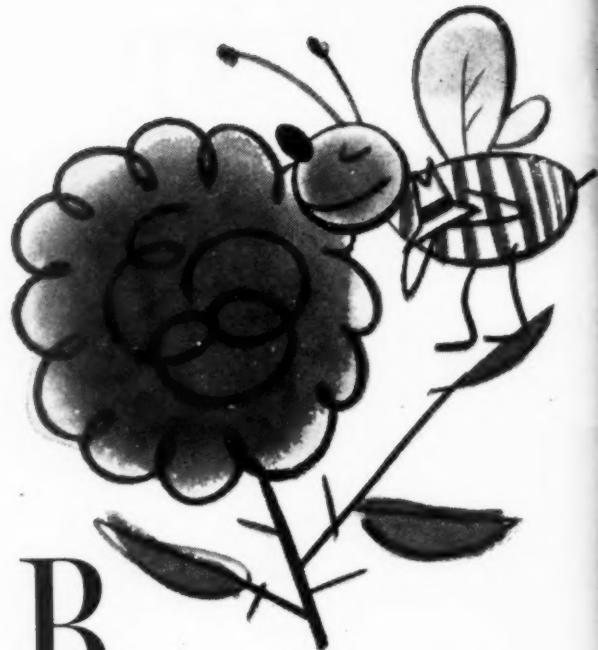


And in addition: real per capita purchasing power is up about 36% since 1940. The average individual represents a market for 36% more units at the present price levels, yet it costs no more to tell him about your product. Advertising is the only element of selling cost which hasn't gone up considerably.



A

LL THE BELLS in Bellingham won't make more noise for you in this Washington fishing center than ABC. For ABC rings the bell with 69% of all the radio families there, says BMB. In 42 Coast towns (inside AND outside) ABC has 50% or better BMB penetration.



B

UZZING DOWN to California, we find all the roses in Santa Rosa hardly outnumber the ABC fans there. It's a honey of an audience, says BMB, for 81% of the radio families are regular ABC listeners. Big towns or small, on ABC you reach them all (and sell 'em).



COUNTING ALL the Marys in Marysville is a cinch compared to totting up the ABC fans there. Yet BMB did it and found 72% of this California town's radio families have the ABC habit...and it's a good one for you to get, too, if you want primary coverage of 96.7% of all Coast radio families.

On the coast you can't get away from

A B C

FOR COVERAGE... ABC's booming Pacific network delivers 228,000 watts of power—49,250 more than the second-place network. This power spells coverage—ABC primary service area (BMB 50% or better) covers 96.7% of all Pacific Coast radio homes. And ABC's Coast Hooper for 1948 was up 9% or better both day and night.

FOR COST... a half hour on ABC's full 22-station Pacific network costs only \$1,228.50. Yet you can buy as few as 5 stations for testing or concentration. And ABC is famous for the kind of audience-building promotion that helps slice the cost-per-listener.

**Whether you're on a coast network
or intend to be—talk to ABC**

A B C PACIFIC NETWORK

NEW YORK: 7 West 66th St. • TRafalgar 3-7000—DETROIT: 1700 Stroh Bldg. • CHerry 8321—CHICAGO: 20 N. Wacker Dr. DElaware 1900—LOS ANGELES: 6363 Sunset Blvd. • HUDson 2-3141—SAN FRANCISCO: 155 Montgomery St. • EXbrook 2-6544

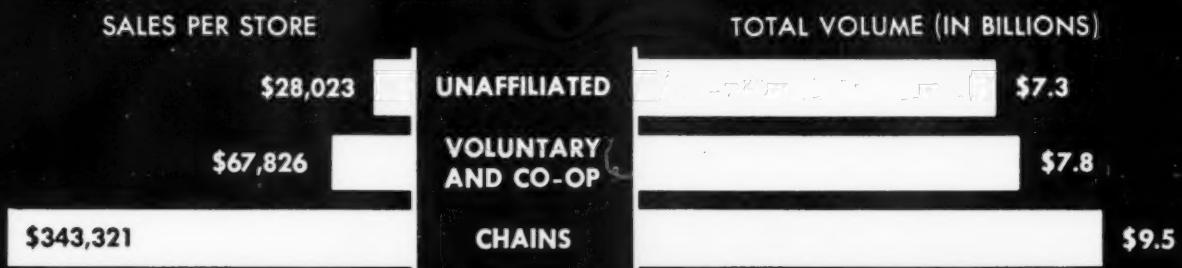
A REPORT ON GROCERY DISTRIBUTION

A. How the \$31 Billion Food Store Sales Were Divided

From 1946 to 1948 food chains increased their dollar volume by 51%, the voluntary and co-op group by 39%, and the unaffiliated group only 11%. In the number of stores, unaffiliated stores dropped from 282,500 to 260,500, chains from 32,000 to 27,700, while the voluntary and co-op group increased from 93,000 to 115,000.

Specialty stores (bakeries, meat markets, etc.), according to Progressive Grocer, had a \$6.3 column last year, a gain of 31% over 1946.

The sales made through the other outlets were divided:



B. Sales of the 10 Leading Chains, 1948



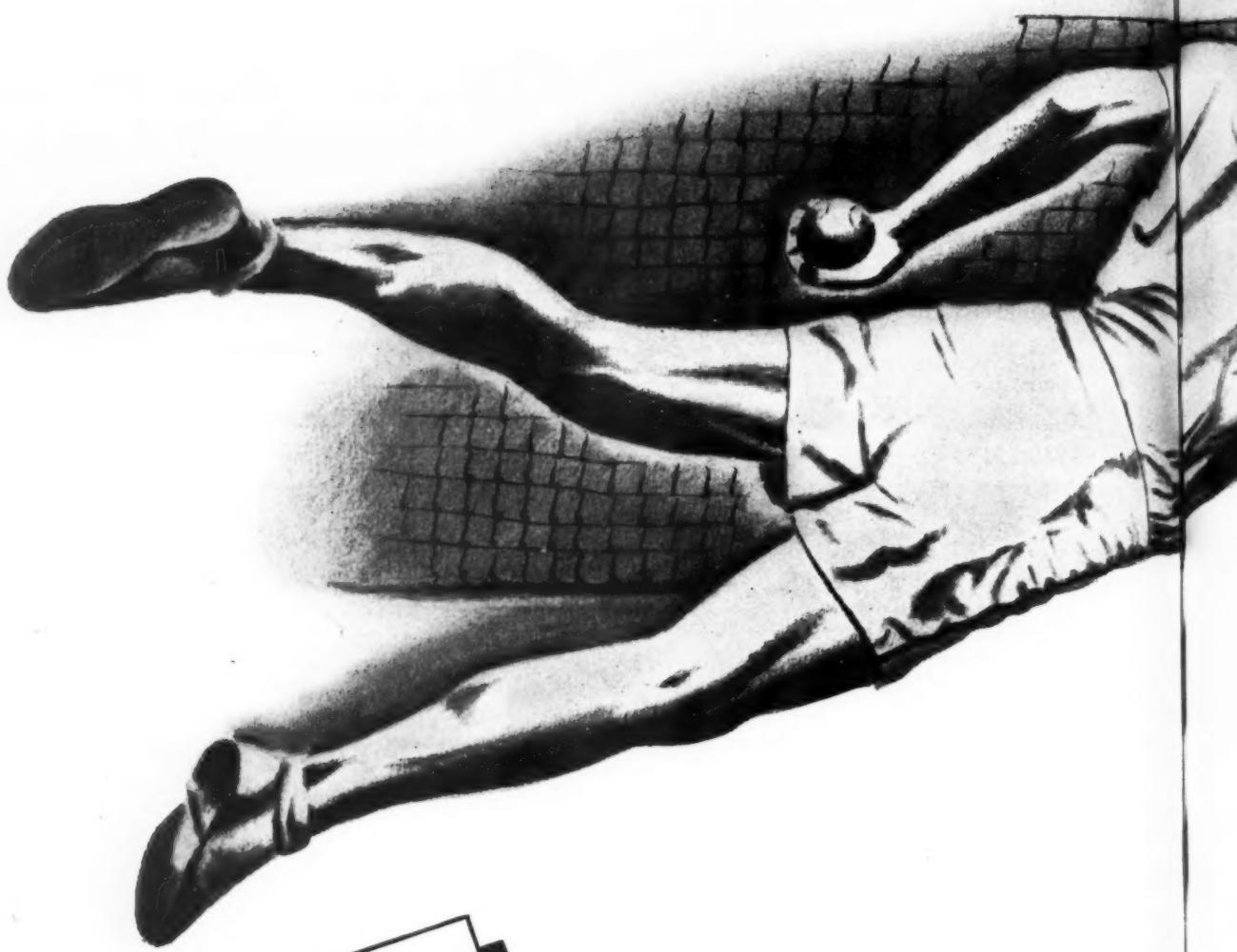
Source: Report on Grocery Distribution, 1949 This Week Magazine.

PICTOGRAPH BY
Sales MANAGEMENT

7-15-49

THE CHARMERS INC.
Arts

it's the **extra** effort
that counts . . .



This Week
MAGAZINE

The National Sunday Magazine



GAME-SET-MATCH!

That's the way a tennis champion wins. Looks easy, but behind every victory you'll find more careful strategy, more practice and harder playing. It's the *extra* effort that counts—but the rewards are worth it.

Today, these same qualities are needed in business. The salesman who plans better, keeps at it longer and works harder can write his own ticket. The presidents of the largest soap companies, and the head of one of the biggest meat packing concerns came up from the ranks. They were salesmen who injected *extra* effort into their jobs—and their re-

wards were great. All over the country we see examples such as these.

Advertising, too, needs *extra* effort behind it to make it produce efficiently today. It needs the *extra* millions of circulation that THIS WEEK Magazine offers for the same number of dollars. It needs the *extra* purchasing power of the 9 million better-than-average families who read THIS WEEK. It needs the *extra* visibility and readership that good copy gets in THIS WEEK.

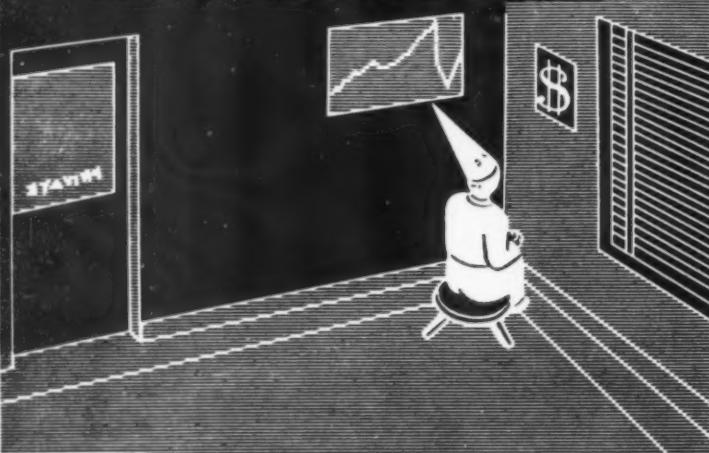
And above all, it needs the *extra* power and punch of the Sunday Magazine—a power that can help advertising to really move merchandise—**IN A BIG WAY!**

24 Great Newspapers Distribute It!
9 Million Families Get It!
21 Million People Read It!

In addition to the 24 newspapers now carrying THIS WEEK Magazine, THE PROVIDENCE SUNDAY JOURNAL and MIAMI SUNDAY NEWS will begin carrying THIS WEEK on September 18, 1949. The TIMES-PICAYUNE NEW ORLEANS STATES will begin carrying THIS WEEK in January, 1950.

ADVERTISING, ONCE STOPPED, GATHERS MOMENTUM SLOWLY

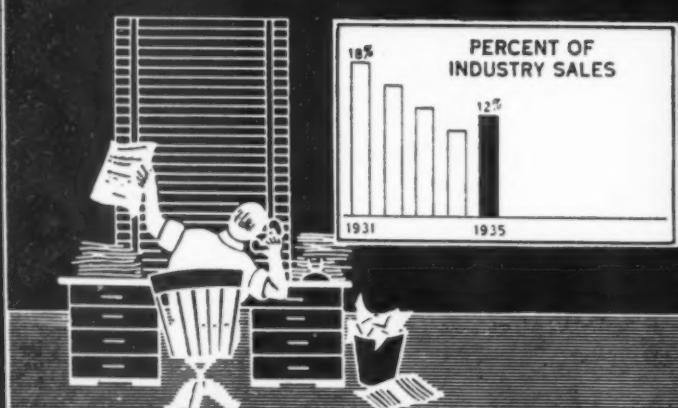
1 THIS MANUFACTURER MUST BE NAMELESS BECAUSE HE IS ASHAMED OF HIS EXPERIENCE.



3 From 1931 through 1934 he did no advertising - didn't even get out a new catalog.

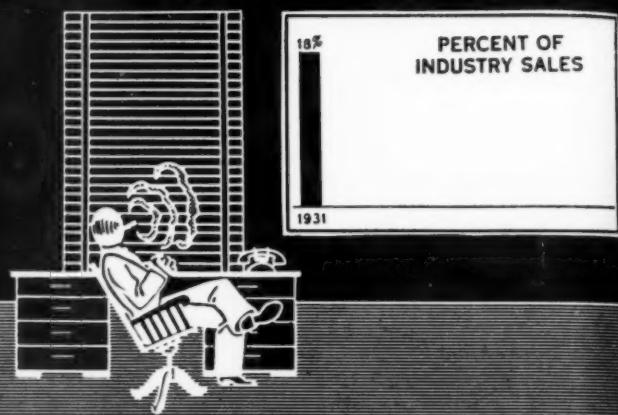


5 In 1935 he began advertising again and that year captured 12% of the business.

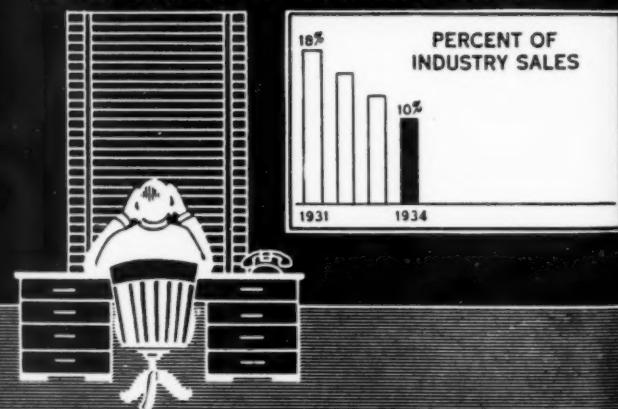


2

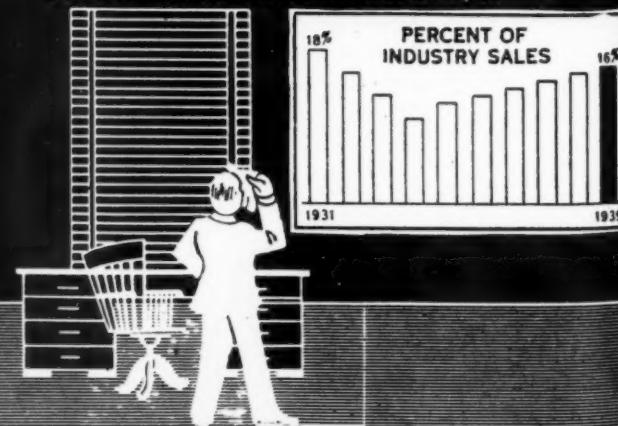
For the years up to 1931 he was a consistent advertiser - he sold an average of 18% of his industry's sales.



4 His sales slumped until at the beginning of 1935 he did only 10% of the industry's sales.



6 By keeping at it steadily since then he had gone back to 16% at the end of 1939 - but still behind where he was in 1931.



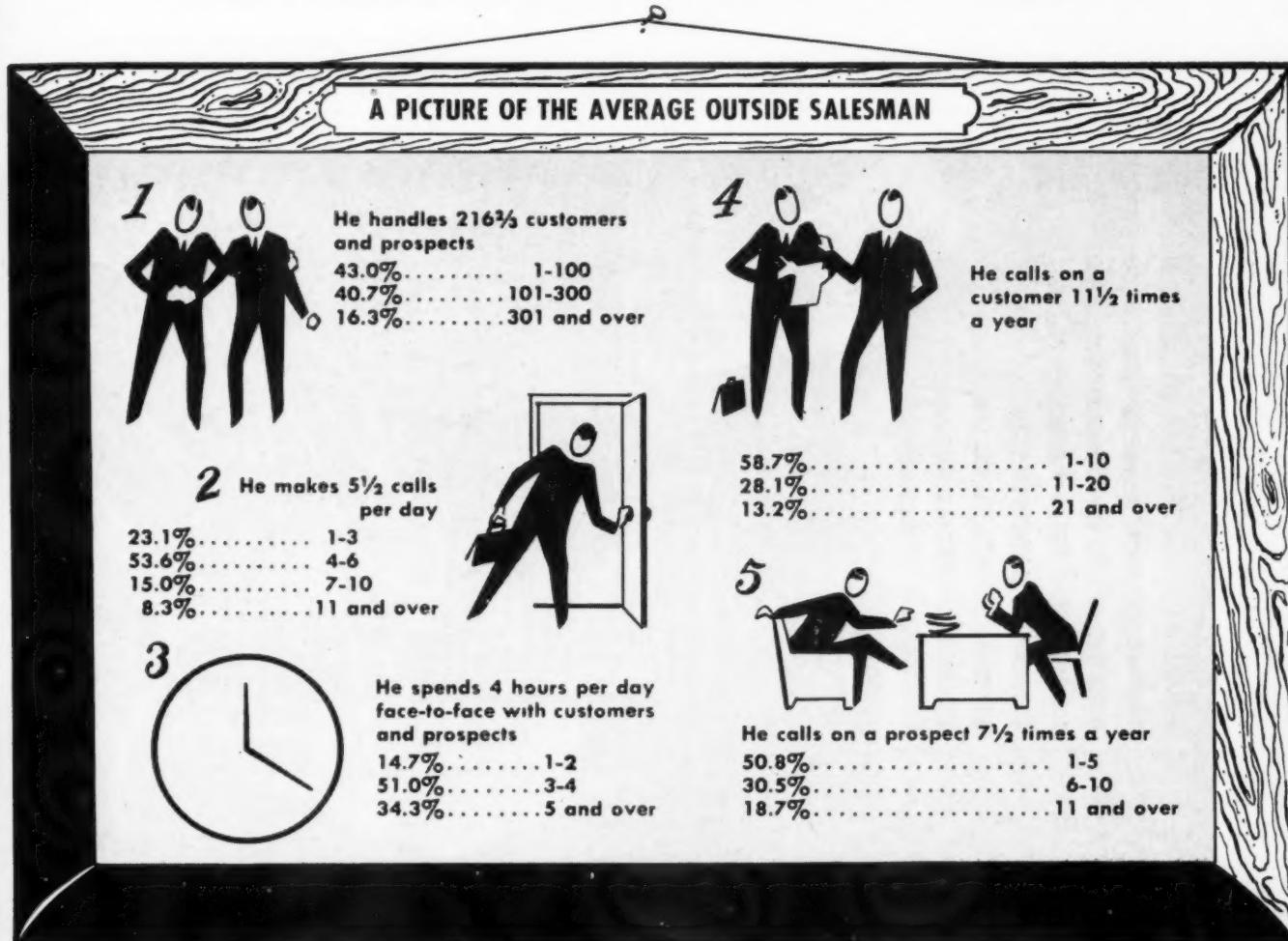
DURING BOTH DEPRESSION PERIODS AND SELLERS' MARKETS THERE ALWAYS IS A TEMPTATION TO "SAVE MONEY" BY SLASHING ADVERTISING. A TEMPORARY SAVING MAY BE A PERMANENT LOSS IN SALES.

what's your "par" on sales calls?

MARKETFACTS No. 30

RESULTS OF QUIZ NO. 2

We asked Sales Managers several pertinent questions in this space last month—and their answers are tabulated here. We believe you will find them of interest. Your answers to Quiz No. 3 will contribute helpfully to this continuing study.



Here is Quiz No. 3

Just fill in—tear off—mail to:

Round Robin Quiz Editor, Sales Service Dept., McGraw-Hill Publishing Co.

How are your outside salesmen compensated?

Commission only _____

Salary and commission _____

Salary only _____

Others _____

How much does your average full time salesman earn today compared to five years ago?

% of change _____

Do you pay for your salesmen's traveling and entertainment expenses?

Yes _____ No _____

Are these included as part of his earnings?

Yes _____ No _____

How does your salesmen's travel and entertainment expense compare to five years ago?

% of change _____

McGraw-Hill Publishing Company, Inc.

330 West 42nd Street, New York 18, N. Y.

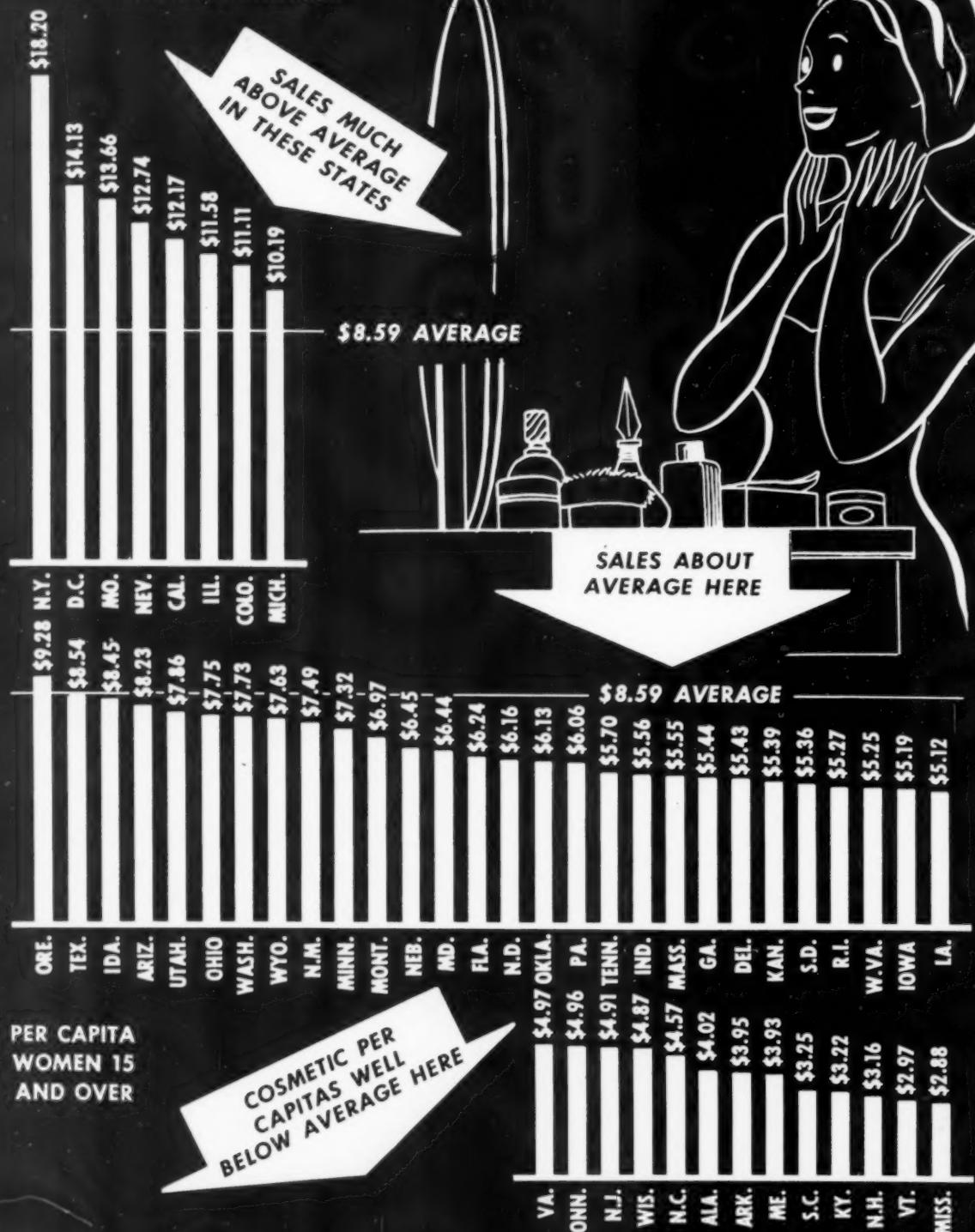


Advertisement

American Women

SPEND \$8.59 ON COSMETICS

Women 15 years and older averaged \$8.59 per person on cosmetics and toiletries last year, ranging from highs of \$18.20 and \$14.13 in New York and the D. of C. to lows of \$2.97 and \$2.88 in Vermont and Mississippi.



Based upon excise tax collections for the June 30, 1948 fiscal year.

Source: Prepared by Research Department,
the Bureau of Advertising, A.N.P.A.

PICTOGRAPH BY

Sales MANAGEMENT

7-15-49



Tips



Centennial for Oakland: The 1949 *Oakland Tribune* Year Book of the metropolitan Oakland area is available upon request. It's a graphic presentation of the growth of the territory and its 11 component market areas. It covers all facets of interest to promotionally-minded sales executives. The address for your request: Howard C. Stovel, Advertising Director, *Oakland Tribune*, Oakland, Calif.

Spotlight on Iowa . . . The whole story, with the graphic assistance of photographs, charts and maps, may be found in a publication recently issued by the Iowa Development Commission. It's titled "Iowa—Land of Industrial Opportunity," and covers topics of importance to business executives seeking information for expansion purposes: the labor picture, transportation, raw materials, industrial development, education, recreation, utilities, etc. For statistically-minded researchers, there's a special section which classifies cities in Iowa according to population; cities under 2,500 population are listed alphabetically. For your copy of the report, send your request to the Iowa Development Commission, Central National Building, Des Moines 9, Iowa.

A "Little Packaging Library"
Revision: To help businesses eliminate much of the waste and damage incurred in storing and shipping merchandise, the Hinde & Dauch Paper Co. has recently brought out a revised edition of "How to Stack and Load Corrugated Shipping Boxes," Number 2 in its Little Packaging Library Series, now in its 6th edition. The booklet lists nine rules for efficient stacking and loading—fundamentals which anyone engaged in shipping and receiving room operations would do well to absorb. For copies of this particular publication in the Series or for information concerning the other nine booklets in the Little Packaging Library, write to the Hinde & Dauch Paper Co., Sandusky, Ohio.



The TROY Market

TROY

PLUS

Watervliet—Green Island
Cohoes—Waterford

5 Communities Within a 3½ Mile Radius Provide

122,000 Consumers

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.

CAMPAIGNS AND MARKETING

Pal Blade Launching

The new Pal Hollow Ground Injector Razor Blade and the improved Pal single and double edge blades in the new plastic "Zipak" dispensers, are being launched with the largest advertising budget ever appropriated by the Pal Blade Co., Inc. New media, including Pal's first entry into television, and an expanded magazine campaign, are highlighting the introduction of the new blades and packages.

Designed to fit present injector razors, Pal's Injector Blades, according to Otto E. Kraus, the company's vice-president, are the first of this type to feature hollow grinding, long a feature of Pal's single and double edge blades. The new blades retail at 20 for 59c and 10 for 39c. A special trial size package of six for 25c is also available. Blades will be fed into the injector razor from a simplified magazine.

Theme of the campaign, breaking with double-page spreads in *Life*, *The Saturday Evening Post*, and *Collier's*, is "A Vastly Better Injector Blade at a Much Lower Price." The injector blade is also promoted on "Pal Headliner," the 25-city television news show over the ABC-TV network. The heavy magazine and newspaper schedules will break as soon as distribution is completed. Pages and half-pages will follow for the balance of the year. Point-of-sale material and new window and store displays will be available. Advertising mats are also available to chain and independent outlets.

Prominent in the copy on the improved single and double edge blades are references to the new Zipak dispensers, the plastic units that feed one unwrapped blade, ready for use, into the razor. Blades retail in Zipaks at 10 for 25c, 21 for 49c and 44 for 98c. The four-for-10c package in regular wrapping is still available.

Accompanying the launching of the new products is a plant expansion program affecting other Pal plants in other sections of the world and costing several hundred thousand dollars. Presently, Plattsburg, N. Y., handles production for the United States, with additional factories in Montreal, Canada; Buenos Aires, Argentina; Glasgow, Scotland.

Al Paul Lefton Co., Inc., is the advertising agency.

Four-Way Crucible Drive

The Crucible Steel Company of America has begun four campaigns which are to run concurrently in a total of 33 management, business and industrial papers for the remainder of 1949. G. M. Basford, Co., New York City and Cleveland, is the agency.

The stainless steel sheet and strip campaign dramatizes Crucible's new mill at Midland, Pa., first mill in the country built specifically for production of stainless sheet and strip. This series is running in publications in the broad metalworking field, and in those special fields where stainless steel is particularly applicable.

series features the warehouse service that Crucible maintains at 23 points throughout the country.

Advertisements in the first three campaigns, with few exceptions, are in two colors; in the fourth, they are in black and white. Double-page spreads are being used in most cases in all four series.

Stress on Appetite Appeal

The Morton Salt Co. has planned a full schedule of newspaper, magazine and outdoor board advertising, stressing appetite appeal, to be used for the third quarter 1949 advertising.

Illustrations showing fresh tomatoes and canned tomato juice being served with Morton Salt dominate the magazine and outdoor board advertisement. Third quarter advertising features the newly designed Morton package and the theme slogan, "More People Use Morton's."

The campaign begins this month with publication of the first of a series of 10 weekly 70-line black and white advertisements which will appear in over 650 daily newspapers.



BOOTS, AIR SHIPS, and sailing West, for cattlemen and their kin, is the "color" combination linking Stewart-Romero Boot Co., makers of cowboy boots, with Western Air Lines in their campaign via outdoor boards and window displays.

At the same time, a campaign is being run for Trent Tube Co., wholly-owned subsidiary of Crucible, which manufactures welded stainless steel tubing. This advertising campaign appears in metalworking and special industry publications.

A third campaign—for hollow drill steel—appears in mining and heavy engineering papers, while a fourth series, a warehouse campaign, is appearing daily in *American Metal Market* for the balance of the year, as well as in general management and steel industry publications. This last

The magazine schedule includes a full-page four-color advertisement in *Life*, August 22, and a black and white advertisement in *Good Housekeeping*, *Western Family*, and *The Family Circle Magazine*.

Full-color posters featuring the tomato and tomato juice theme will appear on over 3,000 outdoor boards during August and September.

The color advertisement and outboard illustration show a fresh tomato salad, together with whole tomatoes fresh from the garden, clustered about a can of cold tomato juice.



A "Best Seller" . . . for your product



They all read the 'yellow pages.' They all get "where-to-buy" information from them. Most shoppers look in them for particular brands of merchandise or particular services. They're in the habit of using the 'yellow pages' of the telephone directory.

That is why Trade Mark Service* in the 'yellow pages' of the telephone directory may be a "best seller" for

you. This dealer identification plan can direct prospects straight to your dealers. It can help make your advertising more effective. It can save sales which might be lost through substitution.

We will gladly give you complete information about Trade Mark Service. Simply call your local telephone business office.

***Trade Mark Service means your brand name or trade-mark displayed over a list of your authorized dealers' names and addresses in the 'yellow pages.'**



and a glass of the juice which is ready to serve.

Needham, Louis & Brorby, Inc., prepared the campaign.

Canadian Vacations

The first of a series of institutional advertisements inviting Americans to visit Canada is currently appearing in newspapers in the United States through the courtesy of Duncan Harwood & Co., Ltd., Vancouver, B. C., producers of Harwood's blended whiskey.

This advertising is appearing in the United States for the first time, although the distillers of Harwood's have sponsored institutional campaigns in Canada for years. Among the newspapers carrying these advertisements during the summer are *The New York Times*, *Chicago Tribune*, *Boston Globe*, *San Francisco Examiner*, *Los Angeles Herald-Express*, *Seattle (Wash.) Post-Intelligencer*, and *Portland (Ore.) Oregonian*.

The 400-line advertisement, with the theme "Come To Canada," describes the vacation appeal of the 10 Canadian provinces and the Yukon which offer the thrill of being "abroad" without going far from home, at a minimum of traveling time

and expense. The advertisement also notes that a free booklet, "Canada—Vacations Unlimited," may be obtained by writing to the Canadian Government Travel Bureau, Ottawa, Canada.



PAUL BUNYAN turns salesman for the Chicago & North Western Railway System's exhibit at the second Railroad Fair in progress this summer on Chicago's lake front.

Cal-Vel Promotion

A national advertising campaign by Collins & Aikman Corp. for Cal-Vel furniture upholstery has opened with a full-page, four-color advertisement in *The Saturday Evening Post* aimed for the Chicago furniture market. The advertisement, featuring the company's new line of furniture upholstery fabrics, is being backed by a thorough trade and store promotion campaign. According to P. S. Baldwin, general sales manager of the company, the campaign will come right down to training sessions for furniture salesmen, to have them do better selling, and build value-impression in the merchandise instead of depending upon price alone.

The initial advertisement is being followed by half-pages in two colors and black and white. It will be integrated with Collins & Aikman's consumer campaign on Candalon, the three-dimensional nylon automotive upholstery which has been running for several months, the Leewood clothing fabric and Candair transportation upholstery fabric campaigns. By fall spun nylon production is expected to meet Candalon yardage requirements.

Kudner Agency, Inc., handles the account.

Promotion

Super Market

... but not exclusively the kind in which you buy groceries. "Super Market," in this case, is a study from WOWO (one of the Westinghouse Radio Stations, Inc.) of the market which it serves—the Fort Wayne area. In this area 97.3% of families own one or more radios; the area lies between four large metropolitan centers. "Super Market" provides you with a map of the area WOWO serves, with farm income for each of the counties (Figures are from S.M.'s *Survey of Buying Power*, U. S. Bureau of Census, Chambers of Commerce of Fort Wayne, the State of Indiana, etc.), a Hooper report of radio listening and a breakdown of what and where the Fort Wayne market spends.

Partnership

Parade has a case history report which covers 23 of the 25 Sunday newspapers which now distribute the publication. The report covers the Atlantic coast to Jacksonville, then from Syracuse across to St. Paul, and on out West—Utah, Colorado, and Kansas, swinging into Texas. The case history is the story of the Alexander Smith & Sons Carpet Company's advertising spread and the tie-ins which dealers all over the U. S. gave the story-advertisement. Samples of advertisements by local stores in various cities, tieing-in with Smith have been reproduced and letters from various newspapers point up results. Ask *Parade*, 135 S. LaSalle St., Chicago, 3, for its booklet, "Partnership."

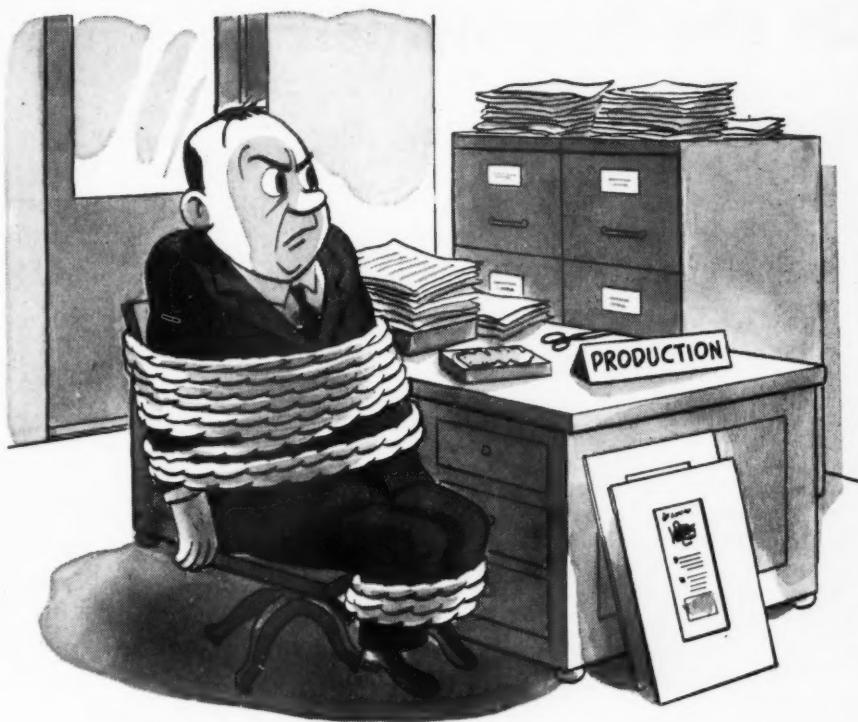
The Wisconsin Network

... it covers a \$602 billion farm market (net farm dollars). If you'd like a complete study of the market you can have it by addressing The Wisconsin Network, Wisconsin Rapids, Wis., attention Mr. J. E. Van Ness. The study contains a map of the 19 highest farm income counties, the farm income rank of the 19 counties, farm income rank of 25 other network counties, livestock population by counties and a map of Wisconsin Network 44-county area.

To Willie Watts in L.A.

If you want all the information available about KMPC, Los Angeles, and something of the market the station serves, ask the station to send you its booklet "To Willie Watts."

All tied up by production delays?



When things go wrong on job schedules, the speed of Air Express lets you make closing dates with time to spare. And when you use Air Express as the standard shipping method (as many printers, agencies and electrotypers do), there's more time to do a better job.

Air Express is the *world's fastest* shipping service. That's because shipments go by Scheduled Airline. They keep moving 'round the clock. Speedy door-to-door service, too—at no extra cost.

FACTS on low Air Express rates

Presentation (16 lbs.) goes 900 miles for \$4.46.
Dealer displays (6 lbs.) go 600 miles for \$1.67.
(Same day delivery in many cases if you ship early).

Only Air Express gives you all these advantages: Special pick-up and delivery at no extra cost. You get a receipt for every shipment and delivery is proved by signature of consignee. One-carrier responsibility. Assured protection, too—valuation coverage up to \$50 without extra charge. Practically no limitation on size or weight. For fast shipping action, phone Air Express Division, Railway Express Agency. And specify "Air Express delivery" on orders.

SPECIFY AIR EXPRESS



GETS THERE FIRST

Rates include special pick-up and delivery door to door in principal towns and cities



AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE SCHEDULED AIRLINES OF THE U.S.

A Balanced Appraisal Of the Employment Picture

BY PHILIP SALISBURY • Editor, Sales Management

More people employed this June than last, although unemployment up from additions to labor force. West North Central, Mountain, Pacific regions make best showing.

Whether you are mildly optimistic about business conditions as gauged by employment-unemployment data, or decidedly pessimistic, depends not only on what paper you read but whether or not you plow beyond the headlines and read through to the end.

What you get from the headlines was well illustrated on July 2 by the differing emphasis placed on the same Government figures by two New York newspapers.

Said one: "U. S. FINDS JOBLESS INCREASED IN JUNE; 3,788,000 ARE REPORTED ON IDLE ROLLS; 2,046,380 ARE LISTED AS ON CONTINUED CLAIMS!"

The other paper, working with the same Bureau of Census data, released the preceding day, had a headline reading, "JUNE JOBS SET RECORD FOR YEAR; IDLENESS UP, TOO; SCHOOL VACATIONISTS ENTER LABOR MARKET; 2 OUT OF 3 NEW JOB-SEEKERS PLACED."

If you were an ordinary consumer, which headline would be most likely to create a positive decision about replacing the old but still serviceable refrigerator with a new one, or buying a new suit of clothes, or ordering the TV set you've been wanting for the past six months?

Employment Facts

The facts revealed by the Census Bureau show that in June:

1. The total number of Americans gainfully employed last month was 59,619,000.

2. The total is a new high record for 1949.

3. For the first time since last December there was an upturn (204,000) in the number of people working on jobs outside of farming.

4. Though unemployment gained, it stayed well below the level of 4,000,000 jobless which many Government economists had predicted. That number were out of work in February, 1942, a war period.

5. The Census Bureau attributed

the increase in unemployment to youths released from school and looking for work.

6. In the month of June the Nation's labor force—those having jobs or looking for jobs—increased by 1,415,000.

7. Farm employment was up 721,000 last month over June of last year.

8. There was only a slight decline in the number of employed persons working so-called full time—35 hours or more a week.

9. A slight drop in unemployment was reported for June over May among workers eligible for jobless insurance. The volume of "continued" claims also dropped slightly from May.

10. The under-employed (people who work 14 hours a week or less) totaled 1,989,000 this May as against 1,838,000 a year ago. They represent 3.2% of the labor force today, as against 3.0% last year.

Government Confusion

Part of the confusion about employment and unemployment may be traced to conceptual differences between the Bureau of Labor Statistics (which reports on number of jobs held) and the Bureau of the Census (which reports on numbers of persons holding jobs).

Recent unofficial estimates made by Dr. Charles A. Roos of Econometric Institute and his associates indicate that there is an over-reporting of about 1,600,000 in the "jobs" data. Much of this is traceable to the fact that in the neighborhood of a million men and women are working simultaneously on two different jobs. The B. L. S. data are carried forward from 1946 bench marks as reported by the Federal Security Administration. It is likely that there will be an appropriate adjustment downward, since the 1947 Census of Manufacturers reported only 11,918,000 persons as compared with the 12,890,000 "jobs" reported by the B. L. S.

It also is worth while to note that of the 32.8 million women reported as keeping house in 1948, some 8%, or 2.7 million, held a job, and of the 7.8 million students in school, about 2 million, or more than 25%, were at work some time or another during 1948.

Apparently the number of people in the labor force as reported by one Government body is over-reported by more than one million; the number of persons with jobs likewise seems over-reported by about one million. It is merely a happy coincidence that the two over-estimates tend to cancel each other out. Better reporting, and synchronized reporting, is needed from Washington.

The "labor force" figures should be clarified so that housewives and students looking only for part-time work are separated from the more important total of breadwinners who have or who want full-time jobs.

Regional Variations

As of the end of May there were three geographic regions (West North Central, Mountain, Pacific) where non-farm employment was greater than in May, 1948. But even these areas had considerable unemployment.

Fifteen states had more people employed in non-farm jobs this May than in May a year ago. Gains were:

Idaho	18.8%
Nevada	9.8
New Mexico	7.6
Nebraska	7.6
Colorado	6.8
Iowa	6.1
Montana	6.0
California	4.6
Kansas	4.6
Utah	4.5
South Dakota	3.7
Wyoming	2.6
Oregon	1.4
Washington	1.0
Arkansas	0.9

Even in New England, hardest hit by unemployment, there are 19 persons at work for every 20 last year, and that is true even of Rhode Island where, owing to a big increase in the labor force, unemployment has hit the hardest.

See page 80 for balanced employment-unemployment May data as compiled from official records by the Econometric Institute exclusively for SALES MANAGEMENT.

(Continued on page 80)

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Baltimore, Md.	The Mudge Paper Co.
Bethlehem, Pa.	Wilcox-Walter-Furlong Paper Co.
Boise, Idaho	Blake, Moffitt & Towne
Boston, Mass.	Carter, Rice & Co. Corp.
Buffalo, N. Y.	Franklin-Cowan Paper Co.
Charlotte, N. C.	Caskie Paper Co., Inc.
Chattanooga, Tenn.	Bond-Sanders Paper Co.
Chicago, Ill.	Birmingham & Prosser Co.
	Bradner, Smith & Co.
Cincinnati, Ohio	The Johnston Paper Co.
Cleveland, Ohio	The Whitaker Paper Co.
Columbus, Ohio	The Cleveland Paper Co.
Dayton, Ohio	Scioto Paper Co.
Des Moines, Iowa	Cincinnati Cordage Co.
Detroit, Mich.	The Whitaker Paper Co.
Fresno, Calif.	Birmingham & Prosser Co.
Hartford, Conn.	Chope Stevens Paper Co.
Indianapolis, Ind.	Blake, Moffitt & Towne
Jacksonville, Fla.	Green & Low Paper Co., Inc.
Kalamazoo, Mich.	MacCollum Paper Co.
Kansas City, Mo.	Jacksonville Paper Co.
Knoxville, Tenn.	Birmingham & Prosser Co.
Lincoln, Neb.	Birmingham & Prosser Co.
Little Rock, Ark.	Louisville Paper Co.
Long Beach, Calif.	Western Newspaper Union
Los Angeles, Calif.	Roach Paper Co.
Louisville, Ky.	Blake, Moffitt & Towne
Lynchburg, Va.	Blake, Moffitt & Towne
Manchester, N. H.	Louisville Paper Co.
Memphis, Tenn.	Caskie Paper Co., Inc.
Miami, Fla.	C. H. Robinson Co.
Milwaukee, Wis.	Louisville Paper Co.
	Everglades Paper Co.
	Allman-Christiansen Paper Co.
	Sensenbrenner Paper Co.
Minneapolis, Minn.	Wilcox-Mosher-Leffholm Co.
Nashville, Tenn.	Bond-Sanders Paper Co.
Newark, N. J.	Bulkley, Dunton & Co., Inc.
New Haven, Conn.	Bulkley, Dunton & Co., Inc.
New York, N. Y.	Baldwin Paper Co., Inc.
	Bulkley, Dunton & Co., Inc.
	Green & Low Paper Co., Inc.
	Miller & Wright Paper Co.
Oakland, Calif.	The Whitaker Paper Co.
Omaha, Neb.	Blake, Moffitt & Towne
Philadelphia, Pa.	Western Paper Co.
Phoenix, Ariz.	Atlantic Paper Co.
Pittsburgh, Pa.	Wilcox-Walter-Furlong Paper Co.
Portland, Maine	Blake, Moffit & Towne
Portland, Ore.	General Paper Corp.
Providence, R. I.	C. H. Robinson Co.
Richmond, Va.	Blake, Moffit & Towne
Rochester, N. Y.	Carter, Rice & Co. Corp.
Sacramento, Calif.	Cauthorne Paper Co.
St. Louis, Mo.	Genesee Valley Paper Co.
	Blake, Moffit & Towne
	Birmingham & Prosser Co.
	Shaughnessy-Kniep-Hawe Paper Co.
	Tobey Fine Papers, Inc.
St. Paul, Minn.	Inter-City Paper Co.
San Bernardino, Calif.	Blake, Moffit & Towne
Salt Lake City, Utah	Western Newspaper Union
San Diego, Calif.	Blake, Moffit & Towne
San Francisco, Calif.	Blake, Moffit & Towne
San Jose, Calif.	Blake, Moffit & Towne
Seattle, Wash.	Blake, Moffit & Towne
Sioux City, Iowa	Western Newspaper Union
Spokane, Wash.	Blake, Moffit & Towne
Springfield, Mass.	Bulkley, Dunton & Co., Inc.
	(Div. of Carter, Rice & Co. Corp.)
	Mill Brand Papers, Inc.
Stockton, Calif.	Blake, Moffit & Towne
Tacoma, Wash.	Blake, Moffit & Towne
Tampa, Fla.	Tampa Paper Co.
Toledo, Ohio	Paper Merchants, Inc.
Tucson, Ariz.	Blake, Moffit & Towne
Washington, D. C.	The Mudge Paper Co.
Worcester, Mass.	Carter, Rice & Co. Corp.

The Truth About Employment and Unemployment in May

(See page 78 for the employment appraisal story)

	Non-Farm Employment May 1948 (000)	May 1949 (000)	Per Cent Change 5/48-5/49	Non-Farm Unemployment May 1949 (000)	Non-Farm Labor Force May 1949 (000)	Per Cent of Non-Farm Labor Force Unemployed May 1948
NEW ENGLAND	3,458	3,303	-4.5	400	3,703	10.8
Maine	271	266	-1.8	34	300	11.3
New Hampshire	186	176	-5.4	24	200	12.0
Vermont	99	93	-6.1	9	102	8.8
Massachusetts	1,800	1,715	-4.7	212	1,927	11.0
Rhode Island	300	285	-5.0	58	343	16.9
Connecticut	802	768	-4.2	63	831	7.6
MIDDLE ATLANTIC	11,024	10,670	-3.2	742	11,412	6.5
New York	5,633	5,459	-3.1	412	5,871	7.0
New Jersey	1,649	1,578	-4.3	124	1,702	7.3
Pennsylvania	3,742	3,633	-2.9	206	3,839	5.4
EAST NORTH CENTRAL	10,513	10,116	-3.8	609	10,725	5.7
Ohio	2,836	2,693	-5.0	140	2,833	4.9
Indiana	1,252	1,210	-3.4	63	1,273	4.9
Illinois	3,271	3,196	-2.3	213	3,409	6.2
Michigan	2,132	2,024	-5.1	153	2,177	7.0
Wisconsin	1,022	993	-2.8	40	1,033	3.9
WEST NORTH CENTRAL	3,530	3,598	+1.9	150	3,748	4.0
Minnesota	813	805	-1.0	45	850	5.3
Iowa	590	626	+6.1	18	644	2.8
Missouri	1,148	1,147	-1.0	66	1,213	5.4
North Dakota	117	111	-5.1	2	113	1.8
South Dakota	134	139	+3.7	2	141	1.4
Nebraska	289	311	+7.6	4	315	1.3
Kansas	439	459	+4.6	13	472	2.8
SOUTH ATLANTIC	4,991	4,722	-5.4	355	5,077	7.0
Delaware	119	112	-5.9	4	116	3.4
Maryland	734	712	-3.0	57	769	7.4
Virginia	769	749	-2.6	60	809	7.4
West Virginia	512	490	-4.3	38	528	7.2
North Carolina	953	873	-8.4	68	941	7.2
South Carolina	473	434	-8.2	34	468	7.3
Georgia	771	743	-3.6	45	788	5.7
Florida	660	609	-7.7	49	658	7.4
EAST SOUTH CENTRAL	2,259	2,164	-4.2	189	2,353	8.0
Kentucky	517	501	-3.1	38	539	7.1
Tennessee	771	745	-3.4	80	825	9.7
Alabama	661	629	-4.8	50	679	7.4
Mississippi	310	289	-6.8	21	310	6.8
WEST SOUTH CENTRAL	3,223	3,194	-0.9	147	3,341	4.4
Arkansas	317	320	+0.9	21	341	6.2
Louisiana	611	610	-0.2	33	643	5.1
Oklahoma	515	510	-1.0	33	534	6.1
Texas	1,780	1,754	-1.5	60	1,814	3.3
MOUNTAIN	1,133	1,207	+6.5	46	1,253	3.7
Montana	134	142	+6.0	4	146	2.7
Idaho	112	133	+18.8	3	136	2.2
Wyoming	76	80	+2.6	1	81	1.2
Colorado	307	328	+6.8	14	342	4.1
New Mexico	119	128	+7.6	5	133	3.8
Arizona	154	154	0.0	11	165	6.7
Utah	178	186	+4.5	5	191	2.6
Nevada	51	56	+9.8	3	59	5.1
PACIFIC	4,004	4,151	+3.7	398	4,549	8.7
Washington	671	678	+1.0	38	716	5.3
Oregon	370	375	+1.4	21	396	5.3
California	2,963	3,098	+4.6	339	3,437	9.9
UNITED STATES, total allocatable by states	44,135	43,125	-2.3	3,036	46,161	6.6
UNITED STATES, grand total	44,600	43,700	-2.0			



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How they turn
STATISTICS into **SALES**
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annual Survey of Buying Power issue

Swank, Incorporated

. . . uses the *Survey of Buying Power* for setting up sales territories and allocating potential sales. Mr. Chester G. Gifford, General Sales Manager of Swank, ordered 11 extra copies for this purpose . . . one for the Sales Planning and Control Manager and 10 for distribution to each of their branch managers. Mr. Gifford, a SALES MANAGEMENT subscriber, has his own personal copy.



Sales Management

THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.—Chicago—Santa Barbara

Sales Operation Quiz

BY JAMES ALFRED THORSON,
Thorson and Thorson, Cleveland

Without leaving your desk—without calling your secretary—with-out going to the files—with-out having to look in half a dozen different places—with-out having to "call George to go fetch it"—can you satisfactorily answer "yes" to yourself, on these 15 Questions covering your Company's field selling-machinery:

WHOM you sell—

1. Can you tell exactly how many active and prospective customers each salesman has in his territory?
2. Can you see accurately a complete "vital statistics" description and definition of all of those active and prospective customers in all territories?
3. Can you see accurately a completely detailed outline of the merchandising equipment and facilities of all of those active and prospective re-selling customers in all territories?
4. Can you show instantly the salient factors of all salesmen's working experiences with all of their active and prospective customers?
5. Can you show instantly the details of the usable selling knowledge possessed by each salesman about all active and prospective customers in his territory?
6. Can you show instantly an operable "one piece" resumé of all salesmen's thinking in connection with operating their daily selling jobs on the basis of the facts required for answering the above five questions?

WHERE you sell—

7. Can you tell exactly where and on whom each salesman will be calling each day by his own planning for the next 52 weeks?
8. Can you see accurately where each active and prospective customer is located in all territories in relation to one another, as well as in relation to each salesman's time-and-travel reasoning about them?

WHEN you sell—

9. Can you tell exactly when and how often each salesman calls on each active and prospective customer in each territory—and when and how often in the past month, or six months (or any other desired period)?
10. Can you see accurately which active and prospective customers each salesman calls on each day in their various sequence and frequency groups?

WHAT you sell—

11. Can you tell exactly what each salesman sold each customer individually (a) last month, (b) to date this year, (c) last year, (d) each preceding year for as many years as desired?
12. Can you tell exactly what each salesman plans to sell each customer individually (a) this month, (b) next month, (c) the rest of this year, or any other desired period?
13. Can you tell exactly what products each customer has not bought for two months (or any other desired period) that logically he should be buying—and what specifically the salesman plans to do on it?
14. Can you show instantly, in minute detail, an operable arrangement for handling the profitable, steady sales volumes and sales increases that may be accomplished in each salesman's thinking and capabilities?
15. Can you show instantly the "new business" sales assignments of every salesman regarding every active and prospective customer in every territory, as set up within each salesman's judgment and reasoning, covering all of your products?

If your answers are "yes," your field selling-machinery is in excellent shape for producing the most satisfactory sales and profits for your Company in the unprecedented times that are ahead of us.

How Sylvania's Control Setup Meters Sales Performance

Based on an interview by Terry Armstrong with
FRANK W. MANSFIELD,
Director of Sales Research, Sylvania Electric Products Inc.

How are we doing—by lines? Where are we falling behind on quota? Are we holding or losing our relative position in the industry? Quick answers to such questions provide Sylvania's management with a fact-basis for shifts in marketing strategy. Tested system registers market pulse.

In these days of mounting competition thousands of sales executives are cudgeling their brains for means of gaining and holding a reasonable share of their industries' national markets. Naturally before any such reasonable share can be determined upon—and maintained—more intensive

screening of the scope and nature of a product's market is very essential.

Sylvania Electric Products Inc., after prolonged application and testing, has found that its Quota Control System keeps a penetrating spotlight on the national market, eliminates

SERIES OF SIMPLE REPORTS provides the operating sales departments with vital information on the size and nature of the various trading areas. In this group are: (1) characteristics of lamp market;

(2) customer and prospect control—lamps; (3) characteristics of fixture market; (4) customer and prospect control—fixtures. There is a set of these reports for each of the 12 sales divisions.

CHARACTERISTICS OF LAMP MARKET			
Division	# Firms	Vol. Net Sales	# Factory Workers
California			
Trading Areas:			
#172 Phoenix 173 Tucson 174 Ogden 175 Salt Lake City 176 Reno 180 Sacramento 181 San Fran. 182 Fresno 183 Los Angeles 184 San Diego 201 Honolulu			
Total			
LINE POTENTIAL			
Incom. Floor.			
Total Potential			

CUSTOMER & PROSPECT CONTROL - LAMPS			
Study Area	# Accounts	# Volumes	
California			
LARGE BUSINESSES - Total			
Factories & Lg. Misc. Lg. Stores (non-chain) Other Lg. Com. Estab.			
SMALL BUS. & IND. BUS.			
Small Factories Med. Stores (non-chain) Small Stores Other Small Com. Stores (all) (own use)			
HOME TOTAL			
TOTAL LAMP SALES IN AREA			

Characteristics of Fixture Market			
Division	INDUSTRIAL & COMMERCIAL - # of Establishments	RESIDENTIAL	
California	Total Small Medium Large		
Trading areas:			
#172 Phoenix 173 Tucson 174 Ogden 175 Salt Lake City 176 Reno 180 Sacramento 181 San Fran. 182 Fresno 183 Los Angeles 184 San Diego 201 Honolulu			
Total			

CUSTOMER & PROSPECT CONTROL - FIXTURES			
Study area	# Estab. at Satur.	# of Jobs per year	# Firs. per year
California			
INDUSTRIAL & COMMERCIAL			
Small Medium Large Total			
RESIDENTIAL			
Total			

IMPORTANT CHANNELS OF DISTRIBUTION FOR RESIDENTIAL MARKET			
Electrical Stores Hardware Stores Department Stores Drug Stores			
IMPORTANT SPHERES OF INFLUENCE FOR INDUSTRY & COMM. MARKET			
Elect., Contractor General Contractor Architect Public Utility Elec., Constr., Eng., etc.			

CENTRAL NEW ENGLAND - - -

A Dominant Market

Active

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Consider sales potentials.

In the 139 top markets
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Worcester County:

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in
Population

34th
in Number
of Families

38th
in Net Effective
Buying Income

41st
in Total Re-tail Sales

26th
in Food
Sales

49th
in Furniture,
Household and
Radio Sales

51st
in Drug
Sales

National manufacturers,
whether their products be
food, drug, hardware or
clothing, find Worcester and
the great Central New Eng-
land Market a thriving market
for sales and an effective
market for test campaigns.

WTAG covers this area
completely, and WTAG has
more audience than all other
Worcester stations combined.
WTAG alone delivers the
great Central New England—
Worcester and outside.

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...**MORE** impact on the customers with
the money to **BUY** your product.

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Continuing study keeps tabs not only on the size but also the character of each of these trading areas. The breakdown which reveals the nature of a trading area is as follows:

1. **RESIDENTIAL**—determined by the number of wired homes.
2. **COMMERCIAL**—determined by volume of retail sales.
3. **INDUSTRIAL**—determined by number of people working in factories, plants and their offices (including buildings the maintenance of which is provided by government).

The numbers and types of "end" users of lamps and fixtures are stressed throughout Sylvania's analysis of its markets. This information is made available to the operating sales departments in a very simple series of reports.

For purposes of illustration we can consider the California sales division with its 11 trading areas.

For Ready Reference

Report one is titled "Characteristics of the Lamp Market." The first column on the left lists the designation numbers of the 11 trading areas. Just to the right of this information is a column devoted to the number of wired homes in each area. The next column gives the volume of retail sales in each trading area and the last is reserved for the number of factory workers employed in the respective areas. Totals for each column appear directly beneath. The lower section of the page covers the lamp potentials (both incandescent and fluorescent) for the entire division under the classifications of residential, commercial and industrial.

Report two is labeled "Customer & Prospect Control—Lamps." The left hand column provides a breakdown of the types of accounts and the number in each category. For instance, under the heading "Large End Users—Total" are listed factories and miscellaneous large accounts (purchasers of bulbs for own use), large department stores and other commercial establishments. Then follows a tabulation of small commercial and industrial end users such as small factories, medium and small size stores including those which purchase lamps for retailing as well as lamps for their own use.

Total of wired homes within the sales division's territory is also featured.

The third and last column of this breakdown by types of customers and prospects gives the total dollar volume of each type. At the bottom of this top half of the page is given the total

lamp sales within the division's boundaries.

The lower section of this page treats with a further refinement—a breakdown of retail channels in the area according to size and type—their number and the volume of sales realized by each.

The third report deals with the characteristics of the fixtures market in the 11 trading areas in this California sales division. In the order of left to right, first the total of establishments in each trading area is given, then follows a breakdown into the classifications of small, medium and large establishments. The final horizontal line on the page gives the total number of fixtures at the saturation point.

A fourth report is titled "Customer and Prospect Control—Fixtures." Here are listed (in order of small, medium and large) establishments and the number of fixtures in each of the classifications at the saturation

point. Also, at the right, appears the number of installation jobs under each classification as well as the number of fixture units used annually.

In addition, on the lower half of the page, appears the important channels of distribution—and their numbers—for the residential market. These are electrical stores, hardware stores, department stores and drug stores. Below are listed the important spheres of influence (with their number) for industrial and commercial markets. These are electrical contractors, general contractors, architects, public utilities and electrical construction engineers.

On a Current Basis

So much for the character and the caliber of the market. How does the company determine, on a current basis, how well it is doing as a share of that total market? This is controlled through another simple series

SECOND GROUP OF CONTROL REPORTS helps the company to determine whether or not it is obtaining and holding its share of the total national market. Reports show for each of the products: (a) dollar volume of business sold by Sylvania; (b) potential, or estimated industry sales; (b) ratio of Sylvania's sales to industry sales. Results of sales activities are available at a glance.

The image shows a stack of seven control reports, each with a circled number (5, 6, 7, 5A, 6A, 7A, 11) and a title like "Sales Control" or "Sales Report". The reports contain tables with data for California, New England, and other regions, with columns for 1945, 1946, 1947, 1948, and 1949. The data includes sales volume, potential sales, and ratios.

Region	1945	1946	1947	1948	1949
California	100	120	140	160	180
New England	50	60	70	80	90
Other Regions	30	40	50	60	70

JULY 15, 1949

What Brand is he Pushing?



You can get a reliable check on retail dealer activities

- You'd like to know what brands the dealers are pushing—but you can't visit all the stores to find out.

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Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

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538 S. Clark St., CHICAGO (5)

16 First Street, SAN FRANCISCO (5)

161 Jefferson St., MEMPHIS (3)



of reports which show for each of the products—

(a) the dollar volume of business sold by Sylvania,

(b) the potential, or the estimated industry sales for that particular area,

(c) the ratio of Sylvania's sales to industry sales.

The summation of each of these reports appears on the left-hand pages of three double spreads. These left-hand pages show for incandescent lamps—for the years 1945 through 1948—Sylvania sales, industry potential, and Sylvania's ratio of sales to industry sales. The reason for the double spread form is to permit the operating divisions to put opposite each report a right-hand page on which are set up sales plans for the current year.

Key to Sales Problems

For the purpose of greater clarity we can refer to these reports as Pages 5, 6, and 7. The details then of this last portion of the Quota Control System form is as follows:

(a) Opposite Page 5 is Page 5-A, showing for each of the trading areas within the sales divisions, the expected volume of business or quota for the current year.

(b) Opposite Page 6 is Page 6-A, which is the sales research department's estimate of the volume of business which the industry will do for the current year.

(c) Opposite Page 7 is Page 7-A which shows the ratio of that quota to the industry volume if quota is met, and if industry potentials meet the expectations of the sales research department.

Tool For Investigation

Therein lies the whole system of control, because if the ratio of sales to potential has performed in a satisfactory manner, and if the ratio of quota to potential does not follow the reasonable pattern, then top sales management personnel has a tool which permits it to investigate and straighten out existing sales problems.

Now how about checking on a *current monthly basis* to determine whether the operations are running in accordance with expectations? Again this control is relatively simple. As can be deduced from the above ex-

planations, there is an overall report prepared similar to that on incandescent lamps, for fluorescent lamps, for fluorescent fixtures, and for any other products sold by the sales departments.

The method of watching performance on a month-to-month basis is controlled by the use of a final page which we will designate as Form 8. On Form 8 there is shown for each trading area a list of the customers and prospects for the various products. The sum of the quota for the individ-

than one-third, then the customer is running ahead. Similar observations can be made for the end of the month of June, which obviously would mark one-half of the year. Due allowance is made for seasonal pattern.

Sylvania's market studies and Quota Control System reveal some rather surprising facts. For instance, the company knows that there are a little less than 38 million wired homes in the United States and they account for only a small part of the industry's sales. Then, too, the studies show that

1948 Quotas - Allocation to Customers and Prospects					
Class	Initial	Final	Picture	Comments	
Customer or Prospect			8		

CUSTOMER PURCHASE REPORT enables the company to check each month the actual status of each account in the trading area in relation to its pre-determined quota. Purchase report also serves as perpetual customer record.

ual customers and prospects must correlate with the quota mentioned above. The control, then, simply consists of comparing each month a customer purchase report against the quota control, or sales control shown on Form 8.

Briefly, at the end of April, one-third of the year, if the customer purchase report does not show for an individual customer that he has purchased one-third of his quota for the year, the account is running behind. Likewise, if it shows that it is more

less than 50,000 accounts purchase nearly one-half of all the incandescent and fluorescent light bulbs consumed. Of this number 50% are large factories and plants, and the remaining 50% are large commercial houses, institutions and government maintained projects and plants. These big end users are sold predominantly through the electrical trade. Medium and small factories and commercial establishments, on the other hand, more commonly buy through the most convenient outlets.

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SHORT COPY sells ... *Outdoors*



"We want people to think about Ford every hour of the day, every day of the week. Outdoor works toward this objective uniquely and economically. Where else could you bring a convincing product message to the complete market—without showing the product, and even *without* copy! Literally, this picture *is* worth ten thousand words."

BEN DONALDSON
Director of Advertising
FORD MOTOR COMPANY



This advertisement—one of a series now being placed in advertising publications—is paid for by a group of outdoor advertising companies interested in promoting a better understanding and greater appreciation of the medium everywhere.

STANDARD OUTDOOR ADVERTISING INC. • 444 MADISON AVE. • NEW YORK 22, N. Y.

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dollars into Pittsburgh's industrial expansion. Add to that Pittsburgh's vast program for expanding educational plants, for public works, for real estate development. The 6,000-job capacity added in Pittsburgh last year is just a fraction of the total job-capacity—and *customer*-capacity—these projects are creating.



Here Jones & Laughlin Steel Corporation will erect 6 modern open hearth furnaces—a \$70,000,000 project.

To reach *customers*, The Press is Pittsburgh's No. 1 newspaper—by a wide margin. For example, among Allegheny County men, The Press reaches 73.4% in the top economic quarter, 67% in the second quarter, 65.2% in the third quarter, and 49% in the lowest quarter.

Because it reaches customers in such proportions, The Press gets exceptional results for advertisers. And *results* are the reason why, in the first four months of the year, 1949 advertising linage in The Press beat 1948's record-breaking volume by almost half a million lines.

Your Press Representative can show you other figures that demonstrate why The Press has been No. 1 in

Pittsburgh for 42 consecutive years. Call, write or wire him. Every Scripps-Howard Representative is a Press Representative.

TOTAL ADVERTISING LINES

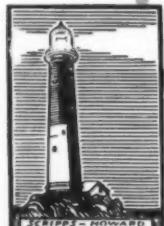
published in first 4 months of 1948 and 1949

	1948	1949	CHANGE
PRESS (e)	5,695,162	6,127,727	+ 432,565
PRESS (s)	2,615,180	2,638,310	+ 23,130
Post-Gazette (m)	3,189,933	3,129,789	- 60,144
Post-Gazette (s)	—	575,845	+ 575,845
Sun-Telegraph (e)	3,851,725	4,142,322	+ 290,597
Sun-Telegraph (s)	2,311,380	2,224,706	- 86,674

Sunday figures include all supplements.

Source: Media Records, Inc.

Represented by the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

No. 1

In City Circulation — In Classified Advertising — In Retail Advertising —
In General Advertising — In Total Advertising

Wider-Line Retailing: What Does It Mean to Manufacturers?



BY E. B. WEISS*

Director of Merchandising,
Grey Advertising Agency, Inc.

The first entirely new post-war Montgomery Ward & Co. unit was opened in Manhattan, Kan., late last fall. It featured the new open-type visual front—even to all-glass doors. The only Ward store so designed, this new unit undoubtedly is the architectural forerunner of the many new Ward units to be opened within the next few years. A Sprouse-Reitz variety store unit in Southgate, Calif., also uses the visual front. It is one of the few variety stores to turn to this type of store front.

The visual front got its start a few years before the war. Its early use was confined primarily to exclusive specialty shops. There were several open-front windows on Fifth Avenue in 1940.

The super market, which really had had a nondescript sort of open-front window for a number of years, jumped aboard the modern architectural version of this original bazaar concept. On a mass scale, the super market pioneered the visual front. Then drug chains began to experiment with the idea, with Rexall Drug Co. in the lead. Today, Rexall is using the open-front in many of its own units and is even urging its agencies to install open-fronts.

Shoe chains, women's apparel chains, auto tire chains, etc., also have embraced the open-front. And, of course, independents in almost all retail fields have climbed aboard the

What about this drift toward a peas-in-a-pod similarity in store exterior and interior design? Will it materially affect sales promotion? Mr. Weiss cites the open-front and open display trend as being particularly significant.

open-front architectural band wagon in their remodeled or new stores.

The open-front window has, indeed, become the symbol of the basic trend toward uniformity in exterior appearance of the store units of our mass retailers. However, it is merely a symbol. Actually, the march toward a "peas-in-a-pod" similarity among our major store units goes much deeper than that.

In Lincoln, Neb., the millinery department of Gold & Co., department store, has been designed along super market lines. There is an interesting similarity in basic display thinking in this millinery department and in the housewares departments of many super markets.

In Rome, Ga., Rich's well known Atlanta, Ga., department store, has opened the first of a chain of "catalog" stores that bear a striking resemblance to the catalog-order stores of mail-order chains. In Rich's catalog units customers select merchandise from four sets of five catalogs showing reproductions of photographs of merchandise from every department

in Rich's large Atlanta store. This is a revolutionary move for a department store. It is especially revolutionary from the appearance standpoint because this branch unit of Rich's looks like no other branch unit of any department store in the country. It shows a family similarity to the mail-order house catalog store units. (It should be added that this unit of Rich's incorporates some interesting original ideas which no doubt in time will be duplicated by catalog store units of the mail-order houses.)

In Detroit last fall a Ward unit ran the first fabric fashion show ever held in a store of that chain. It was a two-day show and approximately

* This is the second of a group of four articles discussing the trend in diversified retailing and why many manufacturers must revise their marketing, merchandising, selling, advertising and selection of retail outlets. The first article under the same title, appeared in SM for July 1. The third article—to appear August 1—will discuss the trend toward self-selection and self-service and how this is making all major retailers look more alike.

ARE YOUR SALES DOWN?
IS YOUR STOCK PILING UP?



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PICTUR-VISION CABINET PROJECTORS at the Point-of-Sale

If your present advertising is not getting the results you need and inventories are piling up, now is the time to take measures to increase sales.

Pictur-Vision Cabinets are designed to increase your sales. They create impulse buying, convince the shopper on the spot and close the sale. Your story is presented in a sequence of 16 beautiful Kodachrome slides that change at six second intervals and operates continuously. Pictur-Vision gives action—drama—color to your story . . . and best of all, it's right on the spot where your product is sold.



Ideal for sales meetings, conventions, dealer training schools, safety meetings, educating store personnel and a real demonstrators selling aid.

Remote control push button arrangement makes it easy to train dealers, salesmen, personnel. Just press the button to change slides. Entire sequence (16 pictures) can be changed in a few seconds. Easily adapted for speeches on wire recording tape or conventional records.

Pictur-Vision Cabinet Projectors are sturdy built with light weight steel construction, the entire unit weighing less than 100 lbs. A large 14½ x 21 inch rear projection screen gives maximum brilliance. Equipped with Solarbrite Projector, uses 750 Watt 200 hour lamp. 3 inch coated lens. Height 36" with 16" square base. Requires only 4 sq. ft. of floor space.

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Ready to use with no attachments to buy. Just slip in your slides and plug in the cord . . .

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Picture Recording Company
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800 women attended. It was a considerable turn-out because this Ward unit is eight miles out of the downtown area, in a section with practically no foot traffic. That fabric fashion show was another step in the direction of giving Ward store units a department store appearance.

In Buffalo, a Neisner variety store displayed pearl necklaces in a fish bowl. That same idea has been used a score of times by department stores. It is another straw indicating the shift toward similarity in store appearance caused not only by architectural design and by fixture design, but also by in-store display.

The original Sears and Ward stores were planned to be something quite distinctive on the American retail scene. Today it is difficult to distinguish a new Sears or Ward store unit from the store units of department stores, variety chains, tire chains, etc.

Dawn of New Era

The era of distinctive characteristics in the store units of our mass retailers is rapidly drawing to an end. A new era hasn't merely dawned—it's in the broad daylight stage. It involves not merely a clear-cut willingness to disregard traditional distinguishing store characteristics, but, even more, there is determination to ape whatever the other fellow does in planning successful store exteriors and interiors.

Naturally, a peas-in-a-pod development in retail store exterior and interior design must be of serious concern to manufacturers. It suggests that manufacturers' promotional plans which were turned down by chains and other large outlets some time back "because we don't operate that way," may now receive consideration, particularly if they are modified to suit remaining policies of distinctive operation. Perhaps, more important, it suggests that manufacturers would do well in *all* of their planning—distribution, selling, promotion, and advertising—to start these plans with a realization that rigid lines of demarcation between retail store types have been shattered. The trend toward similarity in physical appearance, in other words, is merely the outward reflection of an inner change in store *attitude*, a change that literally permits any major retail organization to consider almost any merchandise line, almost any merchandising concept, almost any promotional concept.

Insofar as similarity in physical appearance is concerned, the trend has been accelerated, among other factors, by good old competition. An example of how competition encourages the

"Mike and Ike" trend is to be found in the current variety chain status quo in Syracuse, N. Y.

Almost two years ago the W. T. Grant Co. rocked all major retailers in Syracuse right back on their heels by opening a store unit that is a department store of the finest type. Not much over a year later, McCrory Stores Corp. opened a new super-unit right alongside of that large Grant store. Although the McCrory unit does not depart from five-and-dime tradition to the degree evidenced in Grant's, nonetheless it is a magnificent store and compares favorably in inventory, layout, etc., with over half of our department stores. Now there are reports that the Kresge Co. will invest some \$2,500,000 in a new Syracuse unit. That amount of money builds quite a store—even in this day and age.

Of course, the competitive pressure to operate on a par with Grant's in Syracuse will not be felt only by variety chains. Department stores of Syracuse already have felt that pressure. Now with McCrory acting up and Kresge about to follow suit, it is inevitable that department stores will take appropriate steps. So will some of the other chains in Syracuse and some of the independents.

Significant from the viewpoint of this particular discussion, will be the tendency of this competitive pressure to compel retail organizations in Syracuse to ape each other in exterior and interior physical appearance. As matters now stand any number of Syracuse women who spend a few hours shopping in Grant's come home and relate their experiences shopping in the "department stores." In other words, they no longer make a sharp distinction between variety stores and department stores. The peas-in-a-pod physical characteristics of large retail outlets is, naturally, accountable for the customer tendency.

Retailing is Big Business

What is happening in Syracuse is happening in almost every major trading area in the country. Retailing is already big business, and becoming even bigger. It is becoming bigger in *all* ways, including the size of store units. As these store units become larger, with a concurrent trend toward similarity in merchandise stocked, there is a logical move toward similarity in physical appearance.

Another factor that tends to bring about physical similarities in competing retail stores is the development of the suburban shopping area. As a matter of fact, this has been a powerful influence.

In practically all suburban shopping area developments there are detailed restrictions with respect to store fronts. These architectural specifications are rigidly enforced. The consequence is that in each of these developments the department store unit, the drug chain unit, the super market unit and the variety chain unit take on a Toni twin similarity of appearance insofar as the store front is concerned. Inasmuch as interior store design cannot be completely divorced from exterior design, the store interior tends also to assume a similarity in suburban shopping area developments.

Retailing is Decentralizing

Retailing is decentralizing. The shopping area development concept is unquestionably one of the major post-war developments in retailing. It, of course, is part and parcel of the retail move toward decentralization or recentralization. Therefore, this factor is giving powerful acceleration to the peas-in-a-pod trend in retailing.

Still another factor is the natural imitative instinct in business. For example, several food stores have started to experiment with the drive-in type of store. Not long after these experiments were noted, out of Chicago came reports of a complete shopping area to be designed for drive-in shopping. Drive-in retail stores will bear a close family resemblance. That is inevitable.

No is this imitativeness confined entirely to large area retail projects. A drive-in independent hardware store already has been opened in Griffin, Ga. It is a large store, with more than 12,000 square feet of floor space. It is called the Douglas Drive-In Hardware Store. It was opened last fall and has attracted considerable attention. Customers actually drive right into the store and have their purchases loaded in cars or trucks. There is room inside the store for as many as 15 cars.

One more factor that tends to create physical store similarities is the work being done by many organizations. For example, Scott Paper Co. has tended to accentuate similarity in food store exteriors and interiors with its store blueprint service. Rexall Drug Co., which has spent hundreds of thousands of dollars on this project, has developed architectural plans for super drug units for its Rexall agencies that will, in time, result in considerable uniformity of appearance. The auto tire chains do the same for their agencies. In the voluntary chain field, we find the Independent Grocers Alliance of America doing a splendid

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GEARED TO SELL THE NEW ORLEANS MARKET
Moving in different directions!



job of aiding its member stores with store design.

If all of these organizations worked entirely apart from each other, the end result would still be a decided trend toward exterior and interior similarity. Large organizations, quite smartly, study each other. From a study of each other to a degree of imitation of each other is a natural and logical step.

Consequently, when we see a picture of a Goodyear Tire and Rubber Co. retail agency that has just been redesigned, we find that it boasts an

open-front window. This gives it a resemblance to a drug chain or a supermarket. The interior layout bears similar resemblances. Scott Paper Co. plans for the food retailer have been influenced by the best developments in other fields of retailing—as they most certainly should be. The Rexall plans show something of the same process. Good ideas seep from one field to another.

What is really happening is that *all* mass retailing is rapidly becoming—for the first time—a business based on proved uniform formulas. There are

only a limited number of these formulas which tend to create similarities.

What is more, it has been found in retailing—as in manufacturing—that sound ideas are rarely limited in application by merchandise boundaries. Just as the shoe manufacturer finds that he may be able to adopt, or adapt, an idea used by a furniture manufacturer, so retailers are discovering that proved methods of retail operation can be adapted or adopted regardless of differences in store types. In fact, if anything, transference of proved methods from one store type to another store type is even more feasible than the same procedure in the field of manufacturing, because retailing has more operational similarities than manufacturing.

For these reasons, we find that a retail clinic on store architecture brings together representatives not merely of department stores, to which it had originally been confined, but representatives of mail-order chains, variety chains, etc. Naturally, an exchange of experience is the preliminary step to adoption or adaptation of ideas and concepts. That, in turn, is merely a preliminary step to ultimate similarity in procedure.

Formula Less Rigid

One of the significant outcomes of this interchange and interplay of experiences is the tendency of the chains to modify their formerly rigid formulas. Windows in some of the "A" units of the Woolworth chain would hardly please the founder of that chain. They have departed completely from his original concept and are beginning to look more and more like a fine department store type of window.

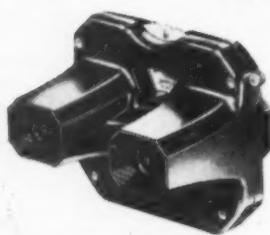
The open-front window is causing complete changes of window display policies in some chains. It has, for example, ruled out entirely the traditional mass displays type of window. One result, oddly enough, is less uniformity within the chain—more uniformity with respect to the store units of retailers in other fields. In other words, rigid formulas compelled chain-wide similarities and utter dissimilarity with respect to other types of retailers. Less rigidity permits less similarity within the chain and more similarity with respect to competitors in other branches of retailing.

Evidence of the accuracy of these observations is found in a comparison of store fronts of such diverse retail units as (1) a new G. C. Murphy variety chain unit in Ft. Wayne, Ind.; (2) any one of a dozen new Sears "A" units opened since the war; (3) a Hemphill-Wells department store now being built in Lub-



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Seven full-color stereoscopic views on Reel.

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Portland 7, Oregon, U.S.A.

Send View-Master for FREE EXAMINATION. I'll return Stereoscope or send you check for \$2.00 within ten days.

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City _____ Zone _____ State _____

By _____ Position _____

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bock, Tex. Omitting architectural differences of refinement, the exterior similarity in these stores is astonishing.

That similarity is not confined to architectural details of the exterior, either. It applies also to trimming of windows; that is, where the open-front window is not used. (The open-front window, of and by itself, creates a uniformity of window decoration which makes it difficult to distinguish between a variety store, a drug store, a tire store, and even a super market.)

Astonishing Moves to Center

Some astonishing "moves to center" are being made in the realm of window trimming by chains which, for years, were committed to display formulas that kept them rigidly to one side of the center or the other side. Some windows in the new Woolworth store in Newark, N. J., are decorated in typical department store fashion. They are a complete departure from the "crowd 'em to the hilt" formula which has typified Woolworth windows ever since Frank W. Woolworth felt that he had to jam-pack his windows with merchandise, to prove to shoppers that he really could assemble an assortment of merchandise within the five-and-dime price-line limitations.

Turn to some of the windows in top Rexall stores. There is the same tendency to depart from chain drug traditions. The Grant "A" store



windows bear no more resemblance to traditional five-and-dime windows than do these store units themselves.

It used to be that windows of various chains, field by field, were almost their trade-marks. What's more, the chains—which insisted that location was of the utmost importance in their promotions—were convinced that their particular window display formulas made the most of their high-traffic locations.

Now chains are giving up their window trade-mark identity—slowly, reluctantly, spottily, but still quite definitely. They are turning to modification of department store window display principles. *Chain Store Age*, for example, in describing a variety chain window display of lace, remarked: "Note the expensive modern mannikins, the elaborate dressing table, the costly wallpaper and curtain treatment—the over-all 'department store look'"

One result of the willingness to break with window formulas has been an equal willingness on the part of chains to give the local store manager, especially in "A" stores, a greater degree of display autonomy. Local store managers are encouraged to tie up with local events—civic, etc. For example, when the \$3,000,000 movie "Red River" came to San Antonio, Tex., the local Grant store devoted a window to a display of "stills" from the movie in a window featuring picture frames. (I've already mentioned in article Number 1 how the Woolworth Loop store unit in Chicago tied up its windows with the Chicago Railroad Fair.) Inasmuch as other major retailers for years have striven to tie up their windows to local events, acceptance of this display principle by the chains represents another step in the trend toward uniformity.

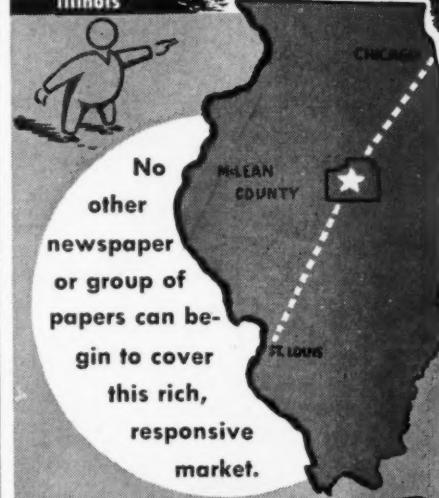
Uniformity Pronounced

When it comes to store interiors, the march toward uniformity is, if anything, more pronounced. Each major type of retailer is employing principles of store fixture design and interior display developed by all other major retail types. The super market probably is the most imitated. That is as it should be.

Why? Simply because the super market is in the forefront of the robot retailing parade. The super market has made the greatest progress in cutting down time per sale, in stimulating impulse sales through open display, in developing self-service and self-selection. At the moment, the super market has come closer than any other factor in re-

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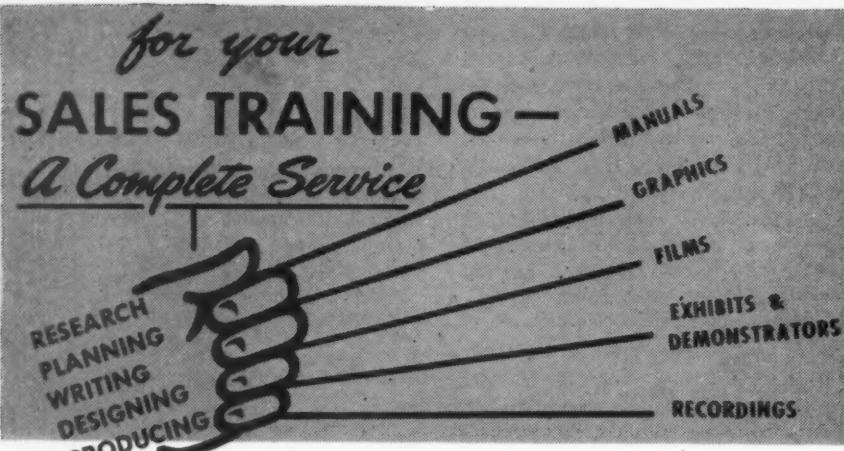
5th in per capita Furn.-House. Radio Sales
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tailing toward the creation of a "factory" of retail distribution.

Consequently, we find all major retail store organizations developing almost frantically the principle of open or visual display. The lifeblood of modern mass retailing is open display. It is the mark that distinguishes the up-to-date mass outlet from the old-fashioned shelf type of store interior.

There are, however, only a few fundamental types of open display fixtures. These are subject to many variations which the retail expert can spot immediately. To the casual shopper, those variations do not mean a thing. Therefore, the more open display, the more interior uniformity.

Developed Open Display

The variety chain, of course, had begun to develop principles of open display some years before the advent of the super market. Variety chains, though, for many years were terrifically "set" in their ways. They operated from behind a Chinese wall of tradition. "What was good enough for the founder, is good enough for us."

Super market operators were—and still are—the "learningest" bunch of retailers in the country. They took the 1910 and 1920 principles of variety chain open display (There wasn't much difference between the two.) and gave them 1930, then 1940, and now 1950 trimmings. Super market operators have done more to make open display a modern science than any other type of retailer.

Super Market Studied

Naturally, now that payroll costs and other costs of operation are high, other mass retailers are beginning to study that strange animal, the super market, more closely. They know that the super market aims to operate with an average markup of 12%, and that makes even tradition-blinded eyes open a notch or two. They know that open display techniques are primarily responsible for the super markets' low cost of doing business. So-o-o they are beginning to imitate super market visual selling techniques—and that, obviously, means still more uniformity between competing stores.

It is significant to observe how such a simple super market interior fixture as the open counter base is now copied by variety chains. Super markets have been using the open counter base for almost as many years as they have been in operation. McCrory, Murphy, Neisner, and Kresge are now only opening up their counter

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bases. Kitchen utensils, toys, and various hard lines are displayed in variety chains in open counter base fixtures—and astonishingly, the heavens haven't fallen in. But it can not be denied that this little move has been another nail in the structure of similarity among competing stores of different kinds.

Another factor tending toward similarity in interior appearance among competing stores is the similarity in merchandise lines. One drug chain devotes a whole counter to an "Earring Bar"—which is, of course, a fairly common department store procedure. As a matter of fact, variety, drug, and super market chains have all taken the "bar" idea from department stores where it was originally developed. They have gone to town with it.

Mounting Family Resemblance

In any event, the point is that merchandise uniformity leads to interior display uniformity just as surely as day follows night. This would be true even though all retailing were not heading in the direction of open or visual display. With uniformity inherent in open display added to uniformity inherent in stocking similar lines of merchandise, the final result is a mounting family resemblance between competing mass outlets.

Take such lines as shower curtains or lamps. These two lines are now promoted energetically by department stores, variety stores and, to a lesser extent, by drug stores and super markets. (Of course, they are also handled by furniture stores, etc.) More and more, fixtures used to display these two lines, and the techniques of merchandise arrangement, etc., parallel each other in all of these four major retail outlets.

Same Price Display Cards

Even in such a simple factor as the price display card there is a trend toward similarity. Department stores, for example, have for years tended to use a word or two, a phrase, or even a sentence, which contained some "sell," on the price display card. Variety chains were inclined, however, simply to say for example: "Rayon Slips—\$1.79." Now, however, some variety chains are putting selling talk on their price display cards. That, too, creates the appearance of similarity.

Even such a rigid rule among variety chains as that which ordains that lower-price numbers must be

down front in the bin is being reversed. In several of the largest chains, the larger sizes, therefore the higher-price numbers, are being moved down-front. That's a small thing, but it's another step in the direction of uniformity, because department stores have followed this basic principle for years.

What all this boils down to is that not only are major retailers "taking in each other's wash" by tending to-

ward inventory similarities—but they are even "dressing" alike. Among other results, this tendency toward inventory and appearance sameness among major outlets is causing a droop in store loyalty among shoppers. That is more acute than the current droop in national brand loyalty. Shoppers would just as soon shop in one major outlet as another. Why not? After all, one is just about the same as the other.

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A Remarkable Combination of **QUALITY and ECONOMY**

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16mm Projector for Sound or Silent Films

\$198.50

MOVIE-MITE CORPORATION

Write for details—See your dealer for demonstration



BY WILLIAM BARRETT

RETAIL CUES FOR THE HIGH BRASS: When The Glidden Company's president announced he was going to demonstrate his company's paint at retail stores, he found himself with a flock of helpers from his executive staff. Standing (l-r) are: L. S. Fulton, director of regional distribution; N. B. Betzold, g. s. m., Durkee Div. and a Glidden director; and J. P. Ruth, vice-president and director. Seated (l-r) are: Clifton M. Kolb, senior vice-president and director; and Dwight P. Joyce, president, The Glidden Co., of Cleveland.

THE PRESIDENT SHOWS HOW: That's the president of The Glidden Co., Dwight P. Joyce, with the paint brush demonstrating Spred-Satin to real live prospects in Cleveland.



Paint Sales Zoom When Glidden "High Brass" Mans Retail Counters

President Dwight P. Joyce and a group of his executive colleagues prove there's nothing wrong with business that a good product (Glidden's new Spred-Satin), a splashy demonstration, and genuine selling enthusiasm won't cure.

The man behind the paint counter in Cleveland's largest department store was doing a booming business. He delivered his sales talk with a sincerity and a sparkle that found his audience. He demonstrated his prod-

uct with dramatic force, dispensed painting hints, made sales as fast as packages could be wrapped. The man seemed to know what he was talking about.

He did. The man who was behind

the counter is Dwight P. Joyce, president of the Glidden Co., and the product he was selling is Glidden's new paint, Spred-Satin. President Joyce was proving a point: that all you need to increase sales are good products and genuine enthusiasm.

A few blocks away, in another store behind another counter, a Glidden senior vice-president was helping Mr. Joyce prove his point. Scattered all over Cleveland, in 28 retail stores, 33 Glidden executives were likewise logging time on the sales department's

The best-dressed children in America
wear this breezy *Little Ego* Fashion



AMERICAN TEXTILE CONVERTERS, Inc., 350 Fifth Avenue, New York 1, N.Y.

Their mothers pay \$2.98

for our saucy Midriff Dress

and buy them three at a time,
because their cotton interlock-knit
is wonderfully washable and needs
no ironing, because they like the
graceful Dresden neckline, puff
sleeves and swirling six-gore
skirt, because they're colorful as a
carnival, cool as a popsicle.
Coral, lilac, slate or pistachio.
Sizes 2-4-6; 8-10-12.

At leading stores or write to:

What does it cost to make money?

If we can make ourselves heard above the weeping and the wailing and the gnashing of teeth some people in business seem to enjoy so much right now . . . here's a story about *salesmanship* you'll enjoy:

Maybe you know Harry Kratzer. For some 40 years he has traveled up and down, back and forth across the U. S. merchandising, promoting, and selling gloves and underwear and hosiery.

Currently, he is directing sales, merchandising, and promotion of kid garments for American Textile Converters, Inc., manufacturers of "Little Ego" creations.

Last April 24th, American Textile Converters ran an 84-line black and white ad (3 inches across 2 columns) in The New York Times Magazine. It advertised the "Little Ego" midriff dress in sizes 2 to 12 at \$2.98 each. The ad cost a little over \$200.

Now listen: On Monday, April 25th, the day after the ad appeared, 47 orders were received in the mail. On Tuesday, 279; Wednesday, 411; Thursday, 586; Friday, 435; Saturday, 429; the next Monday, 592; Tuesday, 456; Wednesday, 235; Thursday, 101; etc.

In all, the ad brought from consumers only a total of 3,685 orders for 10,413 garments at a retail cost of \$31,030.74. (These orders were all turned over to retailers for fulfillment.)

In addition, there were 331 inquiries from consumers asking where they could buy the dresses. Orders and inquiries came from 47 states, including Hawaii and Alaska. (For some strange reason, there were no takers in Wyoming, although the Sunday Times has some 355 readers throughout the state.)

Now listen to what Mr. Kratzer has to say about this: "Although I have been in the merchandising business for 40 years, and have been responsible for sales of many millions of dollars, never in my entire career have I experienced a miracle such as this.

"It shows conclusively the pulling power of The New York Times, and the weight and influence it carries throughout the nation."

Seems to us it also shows that any time is a good selling time . . . so long as product, price, and the advertising medium are right.

Product and price are up to you. So far as the medium is concerned . . . advertisers find The New York Times so potent a *salesman*, they have made it their Number One medium in New York, your biggest and busiest market, for 30 consecutive years . . . and they make the Sunday Times, which carries The Times Magazine, the Number One Sunday advertising medium in the whole country. Get all the facts today.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

New York: 229 West 43rd Street • Boston: 140 Federal Street • Chicago: 333 North Michigan Avenue • Detroit: General Motors Building
Los Angeles: Sawyer-Ferguson-Walker Co., 645 South Flower Street • San Francisco: Sawyer-Ferguson-Walker Co., Russ Building

Hooper* Says:

WSJS
STAYS
ON TOP!

- Morning
- Afternoon
- Evening

*Hooper Station Listening Index
Winston-Salem, N. C.
December, 1948

No. 1 MARKET
IN THE
SOUTH'S No. 1 STATE

- WINSTON-SALEM
- GREENSBORO
- HIGH POINT

WSJS
AM WINSTON-SALEM FM
THE JOURNAL-SENTINEL STATIONS

NBC
AFFILIATE
Represented by
HEADLEY-REED COMPANY



KIDS' DELIGHT: They can smear to their hearts' content. Susie is writing on paper painted with Glidden's new pastel colors. The salesman (right) is J. P. Ruth, Glidden's vice-president in charge of the chemical and pigment division.

firing line. Mr. Joyce himself called on 15 of the 28 stores. He finished his working day at 6:30 P.M., convinced that his one-day sales maneuver was more than a mere stunt.

He had statistics to support his conviction. Most dealers reported that sales of the new Glidden product had more than tripled during the one-day drive. Sales of other Glidden products had more than doubled. Distributors were pleased that one of the city's biggest businesses, one of the world's largest paint concerns, had sent out top-flight personnel to push their retail sales.

Repeat Performance

Glidden promptly repeated the idea in Chicago and St. Louis, with company officials in these cities as salesmen. Another one-day "executive drive" is planned soon for Baltimore.

In Chicago the company posted spotters at exits to watch for customers leaving with cans of Glidden paint under their arms. Fully 50% of these customers said they had no intention of buying paint when they started their shopping tours.

Most startling discovery of the experiment: People just don't know how to paint. They want to learn how to "flow" paint onto a surface, how to paint with a full brush, how to avoid brush marks. Glidden officials, who provide plenty of this information, carried back to their front offices the hunch that people might buy more paint if they knew how to use it.

With newspaper stories and advertisements heralding the Glidden event,

one executive arrived late at his Cleveland station behind a store counter. There was a crowd of customers waiting for him. There were so many paint questions fired at him, so many sales as the result of his answers, that it was noon before he got his demonstration set up.

Each executive salesman carries a kit with peaked painters' caps, color cards, paint buckets, brushes and sheets of newsprint covered with a coat of Spred-Satin.

The Executive Demonstrates

Donning his cap, the executive salesman displays one of the newspaper sheets covered with a pastel shade of the paint, invites potential buyers to smear it with pencils, ink, dirt, lipstick, squirt guns. With a few swipes of mild soap and water the marks disappear and the paint starts selling. Then he displays a sheet of onion-skin paper covered with a coat of Spred-Satin. He crumples the sheet, then spreads it flat to show that there are no cracks in the paint. More sales.

Spred-Satin has been on the market two months, comes in 14 pastel shades, is composed of ingredients similar to those used in synthetic rubber. It dries in 20 minutes and is durable—so durable that the Glidden executives include with each can of the product they sell, a small "insurance policy" guaranteeing the paint. These policies are issued with every can of Spred-Satin sold today.

Among the unique paint demonstrators in Cleveland, in addition to Mr. Joyce, were Clifton M. Kolb, senior

vice-president and secretary of the company; J. P. Ruth, vice-president in charge of the Chemical and Pigment Division and a company director; J. A. Peters, treasurer of the company and a director; N. B. Betzold, general sales manager of the

Durkee Famous Foods Division and a director; D. N. Burruss, Jr., director of engineering; G. H. Mutersbaugh, general superintendent of the Paint and Varnish Division, and B. W. Maxey, controller, and other department heads.

Yale & Towne Open Library for Salesmen

It's the lending library idea adapted to business. Titles in Yale & Towne's 113-volume library range from the inspirational to ditch-digging books on every phase of selling.

To aid salesmen in self-education through reading, Yale & Towne Manufacturing Co., Philadelphia Division (materials handling equipment), has instituted a salesmen's library.

Within a matter of days after the announcement of the new service, 50% of the Division's representatives sent in requests for books—113 volumes, all told. Of all requests received for books on salesmanship, 75% included letters lauding the library program.

In announcing the new setup, James S. McCullough, manager, sales promotion and advertising department, wrote to the men:

"It is needless to say that we all need 'refreshers' now and then because we all know we do. When a salesman actually spends precious little time giving his presentation to a prospective buyer, he needs just about all the answers at his command. In an effort of helpfulness, we have set up this library of selected books on selling. A brush-up on proven sales techniques is most certainly in order for every salesman. Yes, and these books are good reading and mighty interesting, too."

Help in Selection

"The attached list, briefly outlining the available books, should help you select the book which you believe will make interesting reading and perhaps give you an idea or two—a new approach or proven method of handling certain situations."

A supply of book order forms and labels and cartons for returning books to the main Philadelphia office was provided each field office. Because of

the desire to keep the books circulating, the home office had special memos printed to spur the return of books within the originally planned two weeks' lending period.

The bulletin announcing the lending library also invited recommendations for additional books which might be deserving of the attention and perusal of members of the sales staff.

Good Suggestions

Members of the field force have lost no time in sending in recommendations and suggestions. For instance, one field office pointed out that lost time and motion would be eliminated if a book borrower, instead of mailing back a volume to Philadelphia headquarters, passed it along to fellow salesmen in his particular territorial division. The home library O.K.'d this recommendation with the stipulation that it receives the names of the succeeding borrowers for the purposes of checking the whereabouts of the books and keeping records to ascertain the reception accorded each work.

The five most popular books? To date "Successful Salesmanship" by Paul W. Ivey leads two to one. Then, in order, comes "Man Alive" by Robert E. Moore, "The Knack of Selling Yourself" by James T. Mangan, "Finding the Prospect and Getting the Interview" by C. B. Roth, and "How to Win a Sales Argument" by Richard C. Borden and Alvin C. Busse.

Y & T's Cleveland and West Coast field offices have already announced a plan to purchase duplicate sets of the books on salesmanship for their own permanent libraries.

Now's the time for—

SCIENTIFIC SALES FORECASTS

Market by Market

The Econometric Institute, under Dr. Charles F. Roos, its Director and Founder, has pioneered in the application to business problems of modern mathematical and statistical techniques of analysis.

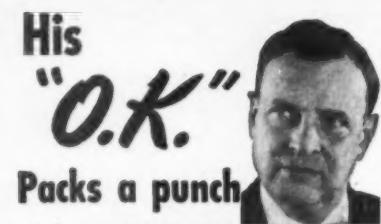
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big Hoosier market

Fort Wayne and its ABC Retail Trading Area comprise a great market . . . Population 402,900; Effective Buying Income \$578,-838,000; Total Retail Sales \$371,871,000. (Sales Management.)

Merchandising Co-operation

Home Coverage: 99% in City Zone
plus 43% in Retail Trading Zone

The News-Sentinel

Fort Wayne, Indiana

Allen-Klapp Co., New York, Chicago, Detroit

Sales Force Teamwork: How Can You Inspire It?

BY EUGENE B. MAPEL*

Vice-President, Methods Engineering Council

Answer: Your leadership should be the type that imparts to each man, as an individual, a strong feeling of active participation in the over-all sales operation. We need actively to encourage our men to talk back to management.

To be successful sales managers, the first customers we must sell are the individuals who make up our own sales forces.

The salesman who works for you is your customer. He buys your company policies, your management ability and knowledge, the security your company offers, the saleability of your products, the personal advancement opportunities you offer him. Above all, he buys your personal sincerity and integrity. If he didn't buy this product, he would quit.

False Assumption

There are sales executives, however, who assume that a man has "bought" the company just because he stays on the payroll. Being on the payroll does not necessarily mean that a salesman is sold on the company. It does not mean that he is paying the full price for the company benefits he is receiving from you and your firm.

The price the salesman pays is measured in terms of his industriousness, loyalty, cooperation, stability, self-reliance, aggressiveness, enthusiasm. When he pays spot cash for the privilege of working for your company, he goes enthusiastically to the field, makes confident and aggressive presentations, overcomes sales "retardants" and rings up sales. Some salesmen pay through the installment plan. They have a lackadaisical wait-and-see attitude. Others are just plain deadbeats. The deadbeats and the time payment artists may be good salesmen. Their attitudes may be unproductive because some sales manager hasn't sold them on himself and his company. He hasn't given them a feeling of participation. He doesn't have them "in the act."

The salesman who is sold on his company's pricing policies, distribution methods, sales controls, and sales management will be the last one to throw in the sponge in front of a prospect or customer who questions the product or methods of the company he represents. Equally important, he will be the last to damn his company with faint praise when the prospect criticizes the organization that pays his salary.

He has developed enthusiasm for his job because he knows that he is a participating member of the company team. He "belongs" in the organization.

Participation is the tool with which sales management can build salesman enthusiasm. Enthusiasm is the basic ingredient which results in a successful individual selling career and in outstanding sales organizations. Benjamin F. Fairless, president of the United States Steel Corporation recently expressed this when he said:



EUGENE B. MAPEL . . . who believes you must impart the selling attitude as well as product knowledge to your sales force.

"Some men derive a thrill from raising wheat; others from dissecting atoms, painting portraits, selling automobiles. But no man can be truly successful unless his job arouses his enthusiasm."

If we recall our own salesman days, we can understand why salesman enthusiasm lags and why salesmen sometimes feel like non-participating members of the organization.

Misunderstandings

Most salesmen rightly believe that they are the far-flung front line selling soldiers of their companies. A good many also believe that they get little support from the rear echelons of business enterprise. It's hard for the man in the field to visualize the considerations and thought which lie behind the development of company selling policies. Too frequently he has no participation in this policy formation and doesn't learn about a new policy which affects him until the policy is announced. No matter how necessary the policy may be, if it hampers his own operations, he resents it. If he doesn't know why the policy decision was made, he may begin to



doubt the ability of his boss. We all know that a doubting attitude will not sell products in a buyers' market.

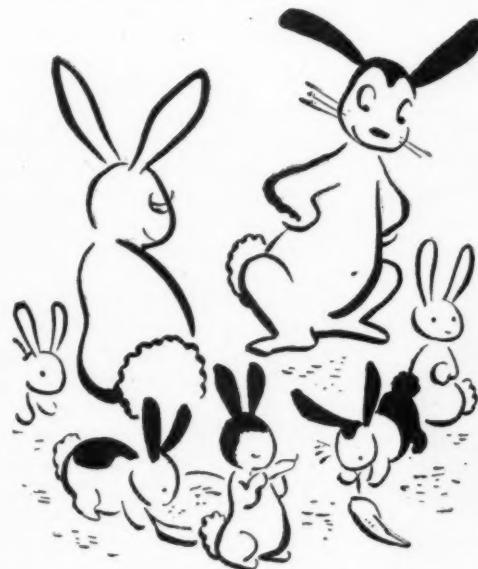
The salesman often feels that sufficient interest is not given to his suggestions. In a recent issue of *SALES*

MANAGEMENT an anonymous sales engineer complained: "It is a mystery why so many managements are reluctant to capitalize on the practical knowledge of their sales engineers in the field. Undue emphasis is placed on theoretical engineering of the product which is built and tested under laboratory conditions." This critical attitude can develop rapidly when a field man observes how his suggestion was cold-shouldered by his sales management and yet popped up as the idea of an inside man later on.

The salesman may be facing prospects, but he still finds time to ask himself: "Why should I make out this report? It won't be used. How did they ever define this sales territory? It's much too small. Why don't they answer me about that development order for the XYZ Company? I've stalled that purchasing agent as long as I can." Unless the salesman is permitted to participate in the inner workings of his sales management, his wonder soon turns to disapproval, doubt, low morale, and a resultant insincerity when he faces prospects.

Productive selling attitudes can be developed by using the power of participation to heighten the salesman's enthusiasm for his job. To make the

RESULTS YOU CAN COUNT ON



Tests in the South Bend market produce swift and sure results. You can use these results with confidence in other markets—because *this* market is typical. So typical, in fact, that the U. S. Government chooses it for important tests and studies. Want to get all the facts about "Test Town, U.S.A."? Write for your free copy of market data book.

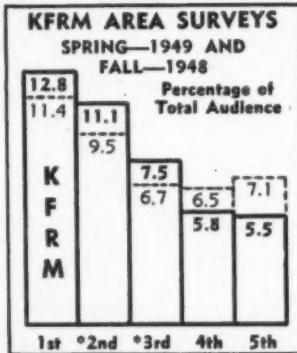
The
South Bend
Tribune



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

KFRM AGAIN FIRST IN Spring 1949 Survey!

Kansas radio listeners have again named KFRM as the most listened-to station, daytime in the Sunflower State! In fact, KFRM leads its competition by a greater margin than before according to a Spring, 1949 radio survey made by Conlan & Associates. More than 62,000 telephone calls in 79 Kansas, 5 Oklahoma and 4 Nebraska counties were included in this new survey. KFRM leads all broadcasters for the morning periods, and is first during afternoon periods—first in listener preference for both time periods as well as the entire survey.



The larger figures and solid lines in the above graph indicate the Spring, 1949 Survey, and the small figures and dotted lines denote the Fall, 1948 standing. The asterisks denote Wichita stations.

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One of the more than 100,000 garages who buy and read *Automotive Digest* each month.

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Automotive **DIGEST**

22 East 12th St., Cincinnati 1501 Broadway, New York
141 W. Jackson Blvd., Chicago 6432 Cass Ave., Detroit
639 S. Wilton St., Los Angeles



important start, all a sales manager has to do is carefully consider the reasons why his sales policies have been developed.

It must be remembered that the trees of participation shade only a two-way street. Periodic training sessions and sales meetings have been used by sales management extensively. Yet, meetings based on inspiration alone will not develop an enthusiastic and effective sales force. We have seen salesmen attend an inspirational meeting on Friday night and leave with their hearts singing and their hopes high, only to find on Monday morning that they need something more than inspiration to meet the problems in the competitive market place. They need something that will create lasting inward enthusiasm which enables them to surmount frequent objections and sales "retardants" which they may face from day to day.

Back Talk Wanted

To use the power of participation effectively, the salesman must be encouraged to talk back. Management devotes considerable time and energy to formulate policies which will please the trade. Management usually has the right to believe that these policies will solve the particular sales problems which exist. But only when the salesman talks back and tells management how the policy is being received in his particular territory, how it applies to the needs of his prospects and customers, how it affects his sales record, can management successfully evaluate its policy in terms of the job it's doing on the front line. And—it's the best way to let the salesman know he participates. Let the salesman know his opinions are respected.

Good salesmen learn how to serve their prospects better when they are given a chance to talk. Good sales management can serve salesmen better in the same way.

Business conditions are not, never were, and probably never will be, the major factor in a progressive company's sales curve. Sales management that constantly trains salesmen by using the power of participation to develop their enthusiasm will maintain sales position whether markets sag or climb. Price today is a "retardant" which many use to excuse their lower sales volume. Yet, the American people still want quality goods to satisfy many needs and desires. Alert sales managers know that the only effective method of eliminating price as a "retardant" is to direct all efforts toward building the benefits of quality merchandise so that they loom large in the prospect's mind in comparison with the price tag.

That takes salesmanship. Enthusiastic, sincere salesmen are doing it every day regardless of a buyers' market.

The salesman who participates in his company's policy formulation is one who understands why it is necessary to complete a call report or a lost business form. The salesman who understands will spend less time cussing the head office for preparing the new form and more time calling on prospects. Through example, we must sell the salesman on the need for controls and then follow through to make certain our controls are producing desired results. There is nothing that leads more surely to low morale and disloyalty in a sales force than requirements for completion of forms which salesmen believe are not used for any useful purpose. We should audit our methods of control and use the power of participation to let the salesmen help us in examination.

We must not overlook the fact that sales executives of the future must come from those men who are today ringing doorbells or facing purchasing agents in their offices. How often do we hear the statement, "He is a good salesman but he knows nothing about management." Instead of looking to another company for management timber, every effort should be exerted to look for timber from within the company before turning to the outside. One of the best methods of determining the capacity of an individual for management activities is to give him a chance to participate in the discussion and solution of the type of problem that a sales executive meets every day and every hour. This is less expensive than hiring managers from another company or another industry.

Rewards

In recent months companies that have given their salesmen good training and provided them with opportunity for participation in sales planning have learned some interesting facts. These companies have found that their salesmen have ideas regarding product design; they have sound recommendations on pricing; they have suggestions for improving commercial relationships, and so on. These companies use their salesmen as "economic intelligence agents" to report back on trade relationships, marketing trends, product reception, price levels, and so on.

Of course, there are glaring examples of the opposite approach. There was the case of a company that spent thousands of dollars on an expensive research project to find out what customers disliked about its product in comparison with competi-

tion. A one-day session with salesmen doing the talking instead of listening would have yielded the same valuable information with a minimum of effort.

It's no news that business is entering a tight period. Slack policies and ineffective methods are being overhauled to add those little pluses to the selling effort—pluses which add up to success in competitive markets. Executives are re-learning that method in salesmanship is fully as important as method in manufacturing or accounting. Companies that grow

during adversity, companies that come through business squalls with a minimum of trouble, are those that keep their salesmen enthusiastically facing prospects. To build this enthusiasm, they know that they must first sell their salesmen on the advantages of working for them. They are showing their salesmen that their own security depends on the sound policy of the company as much as it depends on each salesman's personal sales record. They are making salesmen "belong" through the power of participation.



**San Diego
SPECIALTY
SHOP**
advertising
gives The UNION
and TRIBUNE-SUN
83.9%
LEADERSHIP

SMART buyers, these

San Diego women! Media Records figures prove that they know where to look for style and value! . . . YOU can make a smart *advertising* buy in SAN DIEGO. Concentrate in the ONE San Diego advertising medium that delivers overwhelming coverage, plus *selling impact*. Spend YOUR money the way San Diego's smart Specialty Shop owners spend theirs.

The UNION and TRIBUNE-SUN
carried 637,890 lines, or 83.9%
of all Specialty Shop advertising
in San Diego during 1948.

Ask the West-Holiday Man!

"All the News with Partiality to None"

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UNION and TRIBUNE-SUN**
Union Tribune Publishing Co., San Diego 12, California

REPRESENTED NATIONALLY BY WEST-HOLIDAY CO., Inc.
New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

NEW JERSEY'S FOURTH LARGEST MARKET

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Lunch Hour Demonstrations Lick Tool Sales Problem

BY KARL F. KIRCHHOFER
Vice-President, George Scherr Co.

Mechanics can't take time off from their jobs to shop for personal hand tools. But George Scherr Co. finds mechanics will give up half their 30-minute lunch period to inspect tools and buy on the spot through payroll deductions.

This is the story of the lunch-hour demonstration plan. It is helping the George Scherr Co., New York City, to solve the problem of selling a short line of specialized hand tools to shop mechanics for their own personal tool kits.

During factory hours, mechanics cannot take time off to shop for their own hand tools. Salesmen cannot get into the plants to see them. So the purchase of many a hand tool is put off. We asked: Why not bring tools to the mechanics? Why not sell factory management on the idea that the more tools their machinists own the less time they would spend requisitioning them from the tool crib, and borrowing from fellow workers?

In this way the noon-time sales demonstration plan was born. For the trial, a couple of trays of sample tools were taken to a fair-size metalworking plant in New York, for display to mechanics during their half-hour lunch period. First, of course, it was necessary to get management's consent.

Convincing Argument

The personnel director of one medium-size company was approached with this idea: "The more precision tools your men have, the better they'll do their jobs. You know, too, that when a man works with his own tools, bought with his own earnings, he is going to take much better care of them than he would tools taken from the tool-crib. Most shops, as you know, require that men have their own one-inch micrometers, but the larger sizes are usually borrowed from the tool-crib. I have found from experience that, given an opportunity, many men will buy their own tools in the larger sizes, too."

This further suggestion was made to the personnel director: "If you'll

give me a table somewhere in the shop, or in the cafeteria during the lunch period, I'll set up a display and demonstration of our tools. Furthermore, if it is in accord with the policy of your company, you might initiate a pay-roll deduction plan whereby you take two or three dollars a week out of the buyer's envelope and let him pay for the tools conveniently, while you cover them with a company purchase order."

Official Blessing

After the personnel manager had consulted with other executives in the plant, it was agreed that on a specified day, two weeks later, the sales manager would stage a noon-time demonstration. The personnel director issued notices which were posted on the plant bulletin boards. The notices read: "On February 11th, a representative of George Scherr Co. will be on hand during the lunch period to show and demonstrate machinist's tools, including micrometers, vernier calipers, height and depth gages and all the tools that you use in your daily work. We are glad to inform our employees that a pay-roll deduction plan has been arranged whereby you can buy the tools you need, and their cost will be deducted at the rate of \$2 a week. Requisition forms to be made out in duplicate can be obtained from your department foreman." The company limited each man's purchases to \$20 "so that they don't go overboard," explained the director of personnel.

A week before the demonstration, 20 catalogs were sent to the personnel director, with the request that he circulate them in the plant.

On the day of the demonstration, two tables were set up and trays of tools were arranged so that the men could readily see them.

Lunch hour began at 12 noon, but not until 12:15 did they come to the demonstration table. Actually, there were only 15 minutes left. The men casually looked over the display. There is no one as deliberate and careful as a toolmaker contemplating the purchase of new tools. For a while there was silence. Then, one mechanic came forward and said, "Put me down for a depth gage." The timekeeper jotted down his name and number and the man signed. Suddenly, a state close to pandemonium reigned. Whenever one man in a group of three ordered a tool such as a \$10 micrometer, he'd say something like this in a tone of cajolery: "Better order your own, Joe. You're not going to borrow this one." Often the man for whom his remarks were meant also bought something. Orders came so thick and fast that both the sales manager and the timekeeper were swamped writing orders. Suddenly, the bell rang again. It was 12:30 and, now that a buying splurge had hit the group, they reluctantly went back to their work.

In the short working time of 15 minutes, orders were taken for \$160 worth of small tools.

The second noon-time demonstration was staged at a watch plant. Orders for \$84 were obtained. In this instance, however, there was no payroll deduction plan. The men had to pay cash on delivery.

The Follow-Through

The next step was to enlist the efforts of 32 manufacturers' agents who sell Scherr tools. This has been done by sending a letter describing results of noon-time demonstrations. Sample order forms were enclosed as well as posters for display on shop bulletin boards. To pave the way for agents to stage lunch-hour demonstrations, Scherr made a direct mailing to prospective firms in the agent's area, explaining the noon-time demonstration plan.

To cap this, a publicity release was sent to 100 publications in the metal-working and related fields. Accompanied by a photograph showing a line-up of a dozen or more men outside a tool room, awaiting their turn to requisition a certain tool, the release in its headline urged plant owners to "Reduce the Tool-Crib Line-Up."

The plan is still in its infancy, but since it has proved successful in one of the Nation's hardest proving grounds, in New York, where competition is of the keenest, there is every reason to believe that it will pay rich rewards to tool salesmen who tackle it enthusiastically.

Recordio Talks Up To New Customers

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the original recording-radio-phonograph combination.

Mr. Hynes urges the new customer not to be "stingy" with his Recordio—"share it with your friends and neighbors; start building memory albums of recordings. These, like snapshots, become more valuable as time goes on . . ."

Finally Mr. Hynes urges customers who have difficulty in obtaining the Discs to let the company know. It's a foolproof way of finding where territories are weak!



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The Use—and Abuse Of Mail Surveys

BY RICHARD MANVILLE

Richard Manville Consultants on Advertising and Research

Are mail questionnaires more or less productive than personal interviews? It all depends: upon the circumstances, the time available, the money-budget, and the specific nature of the problem under consideration. Here's a summary of advantages and disadvantages of the mail technique.

Advantages and disadvantages of using a mail questionnaire, as compared with the personal interview, are fairly well known to most everyone interested in market research. But the question still comes up, asking in effect, "when to use which?" What are the advantages, and disadvantages of each.

As a refresher, without elaborating on them, the advantages claimed for a mail questionnaire are:

1. More economical.
2. Greater coverage possible at lower cost, i.e. rural.
3. No interviewer bias, in asking personal questions.
4. More accurate answers for more personal types of questions, i.e. income, education, etc. Respondent does not try to "impress" interviewer.
5. Can be answered at leisure of respondent—less "rushed" answers.
6. Can get opinions of all family members—not only the person at home at the time.
7. Is faster than a personal interview job.

Among the claimed disadvantages of a mail questionnaire, as generally cited by its opponents, are:

1. In all instances where the mail questionnaire is used, one must be prepared to deal with the problem of bias, due to non-response.
2. Unrepresentative response — only a special segment replies.
3. More likely to get returns from more interested segment of population sampled.
4. Highest rate of return from those whose opinion is extreme, pro or con.
5. Cannot reliably obtain information, which may require depth interviewing—or "why" questions.

better educated replying more; "you miss the very low and very high."

There undoubtedly are other advantages and disadvantages, but those above are the pros and cons most frequently mentioned by students of the subject.

These advantages and disadvantages require judgment in deciding whether a mail survey or a personal interview type of survey shall be used on a particular study—or both in combination. There is no sense in deciding in advance that one method is better than another. It all depends on circumstances, time available, money at hand, and the problem to be solved. *They both can be good—if used properly and if their shortcomings or advantages are known in advance.*

It is often misleading to read of case histories wherein the use of the mail survey was successful or wherein it failed to achieve its objectives. What may work for one type of product may not be applicable to a different study which has different objectives, problems, and circumstances involved.

This discussion hopes to provide some bench marks or guides to aid your decision on when to use which type of "information gathering"—mail or personal interview.

It is known that a mail survey possesses some desirable characteristics



"Sure, I love my territory, T. A.—The trouble is, a guy with lower prices is alienating its affection for me!"

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which are not present in other types of surveys; conversely, of course, the personal interview survey has many admirable features which are lost when the survey is conducted by mail. The basic problem of the researcher or the user of research, therefore, is to determine which type of fact gathering is best, and which most economically will supply reliable information.

Solution of Problem

The thinking behind the solution of this problem would generally involve asking yourself the following kinds of questions:

1. How can the information desired be best obtained?
2. What alternative methods are available?
3. What information would be lost if one of the alternative methods is used?
4. What is the difference in cost between the various methods?
5. What is the length of time it would take to complete each type of survey?
6. Which method gives the most information for the money, and also supplies more than the minimum acceptable information within the maximum acceptable period of time, and range of error?

Of course, we mean reliable information, not merely a mass of data without regard to validity. It is, unquestionably, better to have no information at all than to obtain invalid data without being aware of their shortcomings.

Unfortunately, the answer to the first question, "How can the information desired best be obtained?" is, more often than not, the more costly of survey methods, the personal interview. It is this factor of cost which often turns the client to the supposedly more economical mail survey, with its always potentially resultant limitations of reliability of data.

It cannot be emphasized too strongly that the savings permitted by use of a mail survey are often made at the expense of collection of reliable information—not always, of course. It is far better that no survey be undertaken, than one the results of which will prove false, misleading, meaningless, valueless, or one which beguiles the user to incorrect interpretation. "A little knowledge (via mail surveys) is a dangerous thing."

This article attempts to point out what can and cannot be expected from a mail questionnaire, under various conditions. It is up to you, as the user of a mail survey, to recognize which

of these conditions is applicable to your fact-finding problem, and what you can expect or should not expect from a mail survey.

There are two possible basic situations in which you will find yourself. These are prime factors in determining which type of survey to use, mail or personal interview.

The first situation is the one where in the characteristics of the market or population are known. The second, of course, is the one wherein these characteristics are not known.

By characteristics are meant those social, economic or physical, etc., factors which are most likely to be correlated with information sought by the survey. If these characteristics are known, it is then possible to compare the characteristics of the persons who replied to the mail questionnaire with the characteristics of the population you are sampling. If differences do exist, adjustments can be made in data received by mail.

For example, a recent mail survey, made for a national magazine, resulted in replies which showed a 60% female and 40% male distribution. Since it was known from other reliable surveys that the magazine's audience consisted of approximately 50% males and 50% females, and since the data sought were highly correlated with the sex of the respondent, all data from the mail questionnaires were tabulated by sex and weighted fifty-fifty. The result was a more accurate picture of the magazine's audience preferences, by sex. If it had been tabulated in the ratio as received, the female voice would have been given too much weight, in this problem.

First: A Master Survey

It is often necessary to make a master survey of the market in order to first ascertain its basic characteristics. Sometimes it is possible to use data available from governmental sources, such as Census data. Sometimes a privately conducted survey must be made. Once this information is obtained, it may be used as the basis of mail surveys for a considerable period of time.

On the other hand, if the data sought are not correlated with certain population characteristics (and tabulation shows that these characteristics are not correctly represented in the mail survey), there need be no fear as to the reliability of the data because of the non-representativeness of these characteristics in the returns. An illustration of this may be found in a survey conducted for the Broadcast Measurement Bureau. This study concluded that the BMB re-

spondents were not necessarily typical of all radio families with respect to certain household characteristics. But since they were measuring only listening to radios, which is not correlated in this case with these certain household characteristics, these differences in household characteristics have little effect on what stations they listen to one or more days a week.

If the characteristics of the population being sampled are not known, it is imperative that a high percentage of returns by mail be obtained, and a validation survey of non-respondents be conducted to verify data obtained from the mail survey. This enables you to make any corrections in the mail results which are indicated by the verification study. As you can see, this involves considerably more expense than the mail survey conducted under the first condition (that made with a population whose characteristics are known in advance). This involves follow-up either by mail or personal interview, comparison, weighting, etc.

What Type of Survey?

A second condition which is an important factor in determining the type of survey to use, concerns the homogeneity of the population being sampled. If the information which is sought by the survey depends to a large extent on a number of factors which do not vary too much in the population being sampled, then it may be said that a mail survey of this homogeneous group is on comparatively safe ground.

Returning to the previous magazine audience illustration: *If the particular information sought did not vary according to the sex of the respondents*, for example, the fact that 60% instead of 50% of the replies came from females would not necessarily have affected the reliability of the data obtained. It would not be expected that such information as family household possessions, family home ownership, etc., would vary with the sex of the respondent.

There are, of course, degrees of homogeneity of a population or market. The more homogeneous the market, the smaller will be the error in a small return from a mail questionnaire. The greater the heterogeneity, the greater the probable error.

In a mail survey of a heterogeneous market, as was the case in which the characteristics of the population are not known, the percentage of returns must be increased to its greatest extent. A survey of non-respondents or an estimate of the answers that could have been expected from non-respondents *must be made to reach*

the correct conclusions.

As was previously suggested, there are a number of types of information and conditions which automatically prohibit the use of the mail questionnaire. If any of the following is the case, then the mail survey is out, regardless of whether or not the population characteristics are known, or whether or not the population is a homogeneous one. Mail surveys should not be used if:

1. The type of information sought requires depth interviewing and probing for complete data.
2. The sequence of questions asked is important to the validity of the data obtained.
3. The information desired deals with the knowledge or ignorance of the population.
4. The information is sought from a specific member of a household.
5. The answers to the questions depend on the respondent knowing certain facts beforehand.
6. The answers to the questions depend on the respondent seeing certain items beforehand.
7. The list which will be used in the mail survey is not a complete or true representation of the population being surveyed.

Don't Use Mail Surveys If . . .

Mail surveys should *not* be used when:

1. There are certain types of information which require continuous questioning and probing by a competent interviewer.

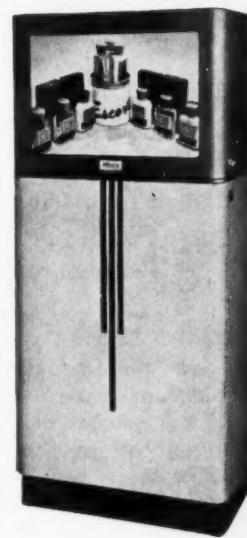
If, for example, you would want to know how, why or under what circumstances a person began to use a given product, the first superficial answer is often not adequate, and it is necessary for additional non-leading questions to be asked so that the real reasons are brought out. A person might answer that he began using tobacco because his wife bought it for him for Christmas. Probing might bring out that he had mentioned that brand to his wife one day and expressed his liking for it when his friend let him try some. His wife followed up and bought him the tobacco.

Thus, by asking follow-up questions, a truer picture of a situation is obtained. This type of interviewing, however, should be done only by top field workers. In any event, such information as requires depth interviewing *cannot* be satisfactorily obtained completely by mail, except under extraordinary circumstances.

2. When the question sequence is important, the mail survey cannot be used because it is always possible for

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the respondent to look ahead and read all of the questions and then go back and answer them.

If, for example, you are interested in determining attitudes toward a type of product (tooth paste) and then toward a specific brand of that prod-

uct (Colgate for example), the order in which the questions are asked may bias the answers of an improperly constructed questionnaire. When the respondent knows what brand of the product with which the survey is particularly concerned he is more likely to answer favorably toward the brand on the general product questions, than if he did not know in which brand the research is really interested. The respondent, therefore, must first be asked his opinions about tooth paste, and then his opinions about Colgate.

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How Well Informed?

3. If you wish to determine how informed the population is on a subject such as how many know who the President of the United States is, or what the Marshall Plan is or what the word "vintage" means, or what product advertises a certain slogan, then a mail survey is out.

Obviously, it would be possible for respondents to look up the correct answer or ask someone else for the correct answer. This invalidates the response.

4. If the information is desired for one specific member of a family, and only one member, then the mail questionnaire should not be used.

If you are interested in the shopping habits of the man of the family, he is the only one who can supply this information accurately. Since one never knows who has answered a mail

questionnaire, you cannot know if the man of the household answered the questionnaire or if his wife answered it and signed his name. Sometimes she knows; sometimes she doesn't.

5. In some cases it is necessary to explain to the respondent various conditions or definitions upon which his answer will depend. Often these explanations are long and difficult to understand. If they were put in a mail questionnaire, the rate of return undoubtedly would be reduced. There also would be no assurance that those who did respond had ever read or understood the explanations or definitions. By doing a personal interview survey, the interviewer would make certain that the respondent understood the various conditions upon which to base his answers.

Another Limitation

6. The sixth limitation is similar to the fifth. If the respondent must see something, such as a magazine or an advertisement, there can be no assurance that the persons who return a mail questionnaire in this type survey had seen the items about which they were asked.

7. If the mailing list you plan to use on a survey does not represent a true picture of the *entire* population under study, then a mail survey should not be used, unless the part of the population not included in the list is surveyed in another manner. People who have sent in for a cook-book or free offer are not necessarily a cross-section of customers—nor necessarily voters lists or automobile owners, etc.

The bias in an unrepresentative list is fully as important as the bias of non-response.

A list of subscribers does not represent the entire readership of a magazine's readers because it does not include newsstand purchases and pass-along readers. Similarly, a telephone directory does not represent the voters of the country. It represents only the telephone owners, perhaps 40% of the population—roughly the upper 40%.

Therefore, it is important that the list used in a mail survey be a complete representation of the population you are attempting to sample. If such a list is not available, the mail questionnaire type of survey should not be used.

There are, undoubtedly, other conditions which would limit the use of the mail questionnaire. What we have attempted to show are some of the more important conditions which should be kept in mind when the time comes for deciding, "What type of survey should I use?"

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Ring the Cash Register When You Ask For a Training Budget, by B. K. Moffitt. (Price 10c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Television Today: What Part of the National Market Can It Offer the Sales Executive? (Price 15c)

The Fourth Dimension in Business, by Ray Bill, Publisher, SALES MANAGEMENT. (Price 10c)

An Appraisal of Sales Opportunities in the Los Angeles Market, by Hal Stebbins and Frank McKibbin. (Price 10c)

To Charge or Not to Charge For Sales Promotion Materials? (Price 10c)

Today's Farm Market: It's Big, It's Rich, and It's Undersold, by Erwin H. Klaus. (Price 15c)

How to Cut Waste Out of Salesmen's Selling Hours, by R. A. Siegel, Jr. (Price 10c)

A Trillion to Go! by Peter B. B. Andrews. (Price 10c)

U.S.A.'S LARGEST REPRODUCTION HOUSE

WE MATCH YOUR ORIGINAL TO A "T"

DELIVERED NEXT DAY!

5¢ EACH

GENUINE 8x10 GLOSSY PHOTOS

In 5,000 Lots

5½" in 1,000 Lots

\$7.99 per 100

Postcards \$23 per 1000: Mounted Enlargements (30x40) \$3.85

Made from your negative or photo.

NO NEGATIVE CHARGE—NO EXTRAS

Unsurpassed in quality at any price.

Made under supervision of famous James J. Kriegsmann.

ANY PRODUCT PHOTOGRAPHED, 'S

COPYART

Photographers

Plaza 7-0233

165 West 46th St.

New York 19, N.Y.

WE DELIVER WHAT WE ADVERTISE

Media and Agency News

NEWSPAPERS

With newspapers in the strongest competitive position they have enjoyed in many years, newspaper publishers and advertising staffs should consider 1949 their year of opportunity, Harold S. Barnes, director of the Bureau of Advertising, American Newspaper Publishers Association, declares in the Bureau's 36th Annual Report, just released.

While 1948 was a year of all-time highs—in circulation, national revenue and indicated retail lineage—there is still much progress that can be made, according to Mr. Barnes.

"The return of the buyers' market can . . . prove a stimulus to newspaper lineage," he tells the approximately 1,000 daily newspapers which are Bureau members.

However, Mr. Barnes warns members of the Bureau in his 24-page illustrated report, "1949—Newspapers' Year of Opportunity," just as "the fight for the consumer's dollar has become more severe, so has the fight for the advertiser's dollar."

Citing opportunities for newspapers in the retail field, the report points out that "the ratio of retail revenue to total sales is just half of the ratio that existed in 1938. This means that with the return of the buyers' market, retailers will have to raise their promotional expenditures substantially above the level of recent years if they want to maintain profitable sales volume."

Noting the rapid succession of new records made in 1948 in every phase of newspaper operation, Mr. Barnes said that weekday circulation in the United States stood at a new peak of 52,285,297 while Sunday circulation was at a high of 46,308,081. For their newspapers, the people of the United States and Canada spent more than one billion dollars.

Summing up the opportunities in the national field, Mr. Barnes names four Bureau objectives for 1949: concentration on the top 100 advertisers; "converting" cooperative to the general rate; co-ordination of newspaper selling effort; better documentation of "All Business Is Local."

A 40-page booklet of text and pictures showing *The New York Times'* expanded and improved plant has been

mailed to more than 1,600 advertising agency executives, leading advertisers and newspaper publishers throughout the country.

Publication of the booklet, titled "Growth," follows completion of *The Times'* new building on West 44th Street, New York City, and renovation of the newspaper's older structure on West 43rd Street. The new 11-story building has been joined to the older structure in such a manner that there is no interior distinction between the two. Both buildings are completely air-conditioned.

The booklet contains floor plans and pictures of the major news, business and mechanical departments of *The Times*. Text explains how each department was affected by the expansion.

Chester M. Foyle, a member of *The (New York) Sun* advertising staff for the past five years, has been appointed assistant national advertising manager.

The Philadelphia Inquirer published a record high in total advertising volume: over 17,000,000 lines for the first six months of 1949. This volume exceeds the total advertising lineage published by this newspaper during the entire year of 1940. . . . Advertising in *The New York Times* for the first six months of this year totaled 18,206,951 lines, largest half-year volume for that period in the newspaper's history. The 1949 figures showed a gain over last year of 711,300 lines, or 4.07% . . . *The Charlotte (N. C.) News* city circulation has gone up 2,436 during the six months ending March 31, 1949, over the same period the previous year.

MAGAZINES

Outdoorsman Magazine, published by *Outdoorsman Publishing Co.*, Chicago, will have its 50th birthday next year. The celebration will be touched off in the September, 1949, issue with a complete face-lifting from cover to cover.

A new cover technique in four colors has been developed for the magazine.

Heretofore a typical features-up-front, departments-in-the-back for-

mat, the new *Outdoorsman* is to depart from the traditional. Beginning in September, the emphasis will be on the departments, in the five basic outdoor interests: fishing, hunting, dogs, boating, camping.

Features will be absorbed in the departments and hereafter will be presented as picture stories rather than straight narrative.

A different treatment also is being accorded new products. Formerly a department by itself, new gadgets now will be presented within the departments to which they relate. For example, new fishing accessories will appear in the fishing department under the head "It's New for Fishing," and so on. In this way each editor will be able to exercise a specialized knowledge of his particular field.



CHARLES BIENBECK, formerly with *Seventeen*, has been appointed eastern advertising manager of *Coronet*.

Beginning with its February, 1950, issue, *Living For Young Homemakers*, published by Street & Smith Publications, will be published monthly. The next issue of the magazine will appear on the newsstands September 1.

Edited for the 18-to-35 age group, the magazine had been published since its first appearance in Autumn 1947, under the title *Mademoiselle's Living* through its April-May, 1949, number. It was originally a quarterly, became a bi-monthly and increased its print order by 25% after one year.

With its September issue *Minicam Photography* changes its name to *Modern Photography*, its size to 8½ by 11½ inches, and its press run to 200,000. To back up the first issue, 300,000 four-page, four-color circulars and other printed matter describing *Modern Photography* are being sent to 300,000 camera fans. Newspaper and radio announcements will break daily for five days after the on-sale date. All dealers, jobbers, finishers, and camera clubs will re-



MIRACLE DRUGS CANNOT CURE THIS SICKNESS

We only wish there were a miraculous drug to stop a man from worrying.

Hundreds of thousands would buy it, because constant worry over money literally makes sufferers sick!

It's a sickness, however, that miracle drugs cannot cure.

Yet... something 'way short of a miracle can!

That's saving! Saving money . . . the surest, wisest way. With U. S. Savings Bonds.

All you do—if you're on payroll—is join your company's Payroll Savings Plan.

Or, if you're in business or a profession, enroll in the Bond-A-Month Plan at your local bank.

You'll be pleased to see those savings grow. Ten years from now, when your Bonds reach maturity, you'll get back \$40 for every \$30 you invested!

Is it peace of mind you want?
Start buying Bonds today!

AUTOMATIC SAVING IS SURE SAVING— U. S. SAVINGS BONDS



Contributed by this magazine in co-operation with the
Magazine Publishers of America as a public service.

ceive a complimentary copy of the first issue to help publicize it. Fifty photographic dealers are installing a "Modern Photography" window with special displays. The distributor is offering a \$500 prize to the road men for the territory selling out first. The advertising rate per page per thousand is \$3; on contract this rate comes down 10%.

William T. French has been appointed to head the Food, Drug and Toilet Goods Section of the Research Department, The Curtis Publishing Co. Prior to joining Curtis, he was assistant to the president of Vick Chemical Co. and assistant to the chairman of the board of Prince Matchabelli, Inc., and A. D. McKelvy Co., producers of Seaforth Men's Toiletries. Mr. French succeeds Donald M. Kerr, who has joined the Advertising Department in charge of food promotion for *The Saturday Evening Post*.

National advertising lineage in the Dell Men's Group is up 20% for the first six months of 1949 over the same period in 1948 . . . Fawcett Publications, Inc., has opened its West Coast advertising sales offices in Los Angeles and San Francisco under the direction of H. P. Houston.

BUSINESS MAGAZINES

At the June 21 meeting of the board of directors of the Audit Bureau of Circulations, held at Montreal, Quebec, the committee on business paper forms and practices met with representatives of Canadian business paper members of the Bureau. Together they discussed the set of standards adopted by the board of directors for the purpose of making an exploratory test in connection with a possible breakdown of the unpaid portion of the total distribution of business papers, which are members



H.E. BLANK, JR., to succeed Harwood F. Merrill, resigning, as editor of *Modern Industry* on Aug. 15.



HONORED at a luncheon given by the Direct Mail Advertising Association of this country, Arthur Mortimer, newly elected president of the British Direct Mail Advertising Association, is seated just left of Frank Frazier (standing), executive director of D. M. A. A., New York City. Second from the right is Arthur Chadwick, who has been president of the British association for the past 17 years and is the president of Chadwick-Latz, Ltd., England.

of the Audit Bureau of Circulations in Canada.

After receiving a report of the committee, the board of directors authorized the committee to continue its work and discussion with the Canadian publishers to see if a set of standards could be evolved to meet the situation which would be in accord with the general principles of the A. B. C.

A total of 1,126 American and Canadian corporations are being honored by *Financial World* with merit awards for producing understandable and appealing reports for 1948. The announcement of the results is included in a detailed study of more than 4,000 annual reports submitted in this year's competition, the ninth and largest in the series of annual report surveys conducted by Weston Smith, executive vice-president of the publication.

The independent board of judges will now consider the 1,126 annual reports which have qualified for the final judging in 100 industrial classifications for the bronze "Oscar of Industry" trophies. Dr. Lewis Haney, professor of economics, New York University, is chairman of the jury. Other members are Dr. Glenn Griswold, editor *Public Relations News*; Sylvia F. Porter, financial editor, *New York Post Home News*; Elmer Walzer, financial editor of the United Press; Dr. B. Bernard Greidinger, C. P. A.; Peter Helck, artist; Paul Carlyle, executive vice-president and art director of Van Diver & Carlyle, Inc.

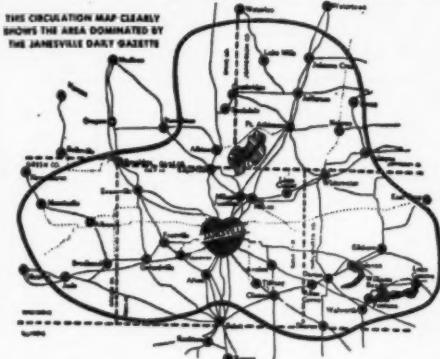
The findings of the judges will be announced in early October, and the presentations of the bronze, silver and gold "Oscars" will be made at the *Financial World* Annual Report Awards Banquet, Tuesday, October 18, 1949, in the Hotel Statler, New York City.



ELECTED: New officers of the Business Paper Advisory Committee of The Advertising Council, chairman, Nelson Bond (left), McGraw-Hill Publishing Co., and vice-chairman, John J. Whelan, Haire Publishing Co.

George T. Hook has been appointed publisher of *The Iron Age*. He succeeds T. L. Kane who continues as a vice-president of Chilton Co., Inc., publisher of the magazine. Mr. Hook has been associated with Chilton Co., Inc., for more than 25 years and has

CIRCULATION OF THE JANESEVILLE DAILY GAZETTE



FIGURES MAKE SENSE . . . THESE FIGURES MAKE A GOOD MARKET!

125,000 Consumers	\$ 10,625,000 Gen. Mdse. Sales*
37,540 Families	\$ 2,890,000 Drug Sales*
\$142,625,000 Retail Sales*	\$ 4,250,000 F.H.R. Sales*
\$ 34,250,000 Food Sales*	\$165,625,000 E.B.I.*

NOTE—In the Farm Income Column of Sales Management survey of buying power, the Gazette-Southern Wisconsin market of 4 counties rates a top A!

*Sales Management Survey of Buying Power

This compact market can only be effectively reached through the use of the Janesville Gazette—today enjoying an all-time high in excess of 21,000 paid subscriber families. Productive merchandising cooperation, too!

The JANESEVILLE DAILY GAZETTE

JANESEVILLE, WISCONSIN
GEORGE W. GRESSMAN, ADVERTISING DIRECTOR

served in various editorial capacities of that company's automotive publications. For the last 15 years he has been the chief editor of *Commercial Car Journal*, and is also a director of Chilton Co., Inc.

The July issue of *Radio & Television Retailing*, published by Caldwell-Clements, Inc., has the largest volume of advertising for that month in the magazine's 28-year history. The 144-page number is carrying 95 pages of advertising—mostly in color—on television, radio, records and record players.

OUTDOOR

The outdoor advertising industry displayed 79,317 public service posters during 1948, representing an estimated space value of \$1,397,600 according to a report of the Outdoor Advertising Association of America.

Among the 11 different campaigns promoted through outdoor during 1948 were appeals for traffic safety, the American Cancer Society, Army Air Force Prestige, Nurse Recruitment, and the Red Cross. Traffic safety appeals received the greatest emphasis, accounting for 43% of all public service advertising displayed.

Outdoor public service posters produced 28,752,000 average impressions each day and 862,566,000 average impressions each month of the year, based on figures supplied by the Traffic Audit Bureau. The average total impressions for the year provided nearly 70 impressions for every man, woman, and child in the United States.

Covered in the report were campaigns sponsored by the Advertising



PRESENTATION on qualitative outdoor coverage of markets, delivered before American Marketing Association, New York, by Robert F. Cochrane (right), sales manager of John Donnelly & Sons, is discussed by Marion Harper, Sr. (left); Marion Harper Associates, and Henry Godfrey, J. Walter Thompson Co.

Council, the Outdoor Industry's Traffic Safety Co-ordinating Committee, and several outdoor advertisers.

The figures do not include a large amount of purely local public service advertising contributed by outdoor advertising companies throughout the country.

RADIO

Designed as a new kind of active sales tool, the first collections of the 1949 revision of the National Association of Broadcasters "Dealer Co-operative Radio Advertising" is being

mailed to member stations for planning of Fall sales, according to Maurice B. Mitchell, director of the NAB's Broadcast Advertising Bureau.

In its first revision since the booklet study was published last year, the dealer cooperative study has been greatly enlarged and recast in the form of collections of five by eight inch filing cards, for handy use and record-keeping by stations' sales departments.

Information about each manufacturer or distributor who operates dealer cooperative advertising plans for



CHECK
Sagging Sales Curves

To Stimulate

- ✓ Your Company Salesmen!
- ✓ Your Distributor Salesmen!
- ✓ Your Jobber Salesmen!
- ✓ Your Dealer Salesmen!
- and...
- ✓ Reduce your Inventories!
- ✓ Get New Customers!
- ✓ Launch New Products!

Maritz Sales Builders have the tools: the activating Merchandise Prizes, the stimulating Campaigns, and the experienced Promotion Experts . . . we have the KNOW-HOW that will check your downward sales curve and send it up to new heights. Our services cost you nothing . . . you pay only in proportion to the results obtained! Let us tell you how our plans produce results!

Mail this coupon today for a FREE booklet giving full information on how to . . .

**INCREASE SALES
WITH MARITZ INCENTIVE PLANS**

Name.....
Position.....
Firm.....
Address.....

MARITZ
SALES BUILDERS

10th and Locust Streets
St. Louis 1, Missouri
(Offices in principal cities)



KYLE MACDONNELL, singing star of NBC's "Around the Town," recently made her dramatic debut on the "Kraft Television Theater," NBC Television network.

radio advertising will be imprinted on a separate card, with an index tab describing the type of merchandise and its application to radio's specialized methods.

Later mailings of additional cards will be made in succeeding weeks.

The information for the major project has been compiled by means of an exhaustive survey of the manufacturers themselves, augmented by surveys of the stations' experience with such cooperative plans. The result is a compendium of sales information which has been cross-checked for accuracy and completeness in many different ways, and which has uncovered many previously unknown cooperative plans.

The cards are designed to fit into standard filing drawers or special cabinets in station managers' offices, for quick and convenient reference.

Revision of the cards, to incorporate later information, will be kept under way by the Broadcast Advertising Bureau as a continuing project, so that the file of reference cards will never go out of date. Corrections may be made by substituting single cards in the complete file.

"This new service contains leads to millions of dollars in new and developed advertising contracts," Mr. Mitchell said. "Much of this money reverts to the cooperating company at the end of each fiscal year, so that quick action is indicated. That is why we are setting this up as a continuing service, constantly revised."

August 15 is the deadline date set for final assembly of data to be in-

cluded in the second nationwide Broadcast Measurement Study of America's radio audience.

Explaining the necessity for such a deadline, Kenneth H. Baker, acting president of the Bureau, said that tallying the results from hundreds of thousands of ballots from listeners in every county in America must be completed as quickly as possible to assure delivery of the report by Fall.

Any radio stations planning to subscribe should so signify before August 15, Mr. Baker explained, if they wish to receive the Study on time.

"Because of the vastness of this task," he said, "we will not be able to interrupt the flow of material on the production line for insertions of post deadline subscribers. Those whose subscriptions are received after the deadline has passed, consequently, will not get their reports until all other data requested by subscribers, advertisers and agencies have been completed."



GEORGE I. CHATFIELD, elected a vice-president and to serve on plans board, Compton Advertising, Inc.

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

The Dartnell File of Tested Sales Letters. Published by The Dartnell Corporation. Price, \$7.50.

The Dartnell Corporation is well-known for this compilation of the best sales letters in its files. Each year the book is revised and added to, and this year Dartnell selected 200 successful sales letters from thousands to provide business men with samples of general sales letters, letters for reviving inactive accounts, unusually successful letter campaigns, letters for bringing mailing lists up-to-date and novelty letters to dramatize a sales feature. Many of the letters included in the selection are Dartnell Gold Medal Award winners. The book is arranged in looseleaf style.

Sales Idea Book. By Printers' Ink Editors and Contributors. Published by Funk & Wagnalls Co. Price, \$5.00.

Here's a book containing 479 tested ideas in "capsule" form. It dips into selling in person, by mail, in print. The ideas were chosen from more than 13,000 in the *Printers' Ink* Idea File. There are 162 ideas for selling in person, 88 extra economies, short-cuts and time-savers. The book is illustrated with actual case histories and examples and one section is given over to a discussion of sales training.

Costs-of-Doing-Business Survey. Published by National Appliance and Radio Dealers Association. Merchandise Mart, Chicago, 34. Price, \$1.00.

The highlights on such topics as 1948 sales, net profits, operating costs, etc., are the background of this pamphlet, which is the Third Annual National Cost Study for the Appliance and Radio-Television Retail Industry. Sales, in 1948, were up 12%, net profits were down, operating costs were up. Appliance sales are broken down by product type in the study and a table provides the percent of total sales of each item involving a trade-in. There's also a special case study of four dealers who lost money in 1948.

Training Clerical Employees. (Dartnell Report No. 578). Published by The Dartnell Corporation. Price, \$7.50.

You can't underestimate the importance in efficiency and cost-saving of the proper training of clerical employees. Dartnell reports, in this book, that in a single department of a large organization, annual savings of \$27,000 were effected, a reduction in turnover from 15% to 1%, and a 50% decrease in errors by new employees was directly traceable to a formal program of clerical training. This report is based on more than a year's research and field interviewing of over 150 companies —from General Foods Sales Co., to the U. S. Navy. It provides background for setting up your own clerical employee training.

Sales Training in Distribution. Published by Domestic Distribution Department, Chamber of Commerce of the United States. Price, 50 cents.

"Most of the dynamic motive which generates sales is supplied by personal selling work of distributors and salesmen. The welfare of all the people rests on this vital keystone of dynamic selling. Sales make possible the high output of factories and industry. Sales create and maintain jobs." So says a foreword to this pamphlet, written by James W. Baker, chairman. Key features Domestic Distribution Department Committee of the U. S. Chamber of sales training in distribution have been organized in the booklet to be

useful to both retailers and wholesalers in checking their programs.

Marketing and Distribution Research. By Lyndon O. Brown, Ph.D. Published by The Ronald Press Co. Price, \$5.00.

This is a revision of *Market Research and Analysis*, thoroughly up-to-date, with new methods and new knowledges of research procedures carefully delineated. Aim of the book is to show how application of marketing and distribution research methods can improve the efficiency of marketing operations and reduce the cost of distribution. The book contains a wealth of illustrative material, is written in a down-to-earth style.

The Salt Lake DESERET NEWS

Continues to grow!

After achieving the most remarkable 19-month growth in newspaper history, *The Deseret News* continues to march ahead, month after month.

HERE'S WHY . . .

A better and bigger newspaper . . . with new features that readers want.

More pictures . . . livelier treatment of news . . . and many sparkling new features including locally-edited Sunday gravure magazine, Sunday Farm and Garden section, more comics, daily and Sunday, new Midweek section.

It all adds up to greater reader interest . . . and *more* readers every day!

**109.7%
GAIN**

in the past
19 months

41,182

86,379

Nov. '47 May '49

The Deseret News

SALT LAKE CITY, UTAH

National Representative: Cresmer & Woodward, Inc.

Counter Display Opens New Outlets for Edroy

The Longview folding magnifying glass was just another under-the-counter item sold largely through optical stores until Edroy Products Co. brought out its Lucite display.

Edroy Products Co., New York City, is demonstrating what a small, well designed point-of-sale display can do to increase sales. It has chalked up a 100 to 400% increase in sales of its Longview folding magnifying glass since the display was put to work.

"Until the display was used," says Edroy management, "the Longview magnifier was sold mainly in optical goods stores. Shown with other merchandise, the magnifier's distinguishing features were lost in the shuffle. There was no way to point up the folding plastic case and pocket clip, the sharp quality of the magnifier, or the fact that it is wide enough for the reader to see a column of type at one

glance."

Edroy's problem was to demonstrate the Longview in actual use so the customer could see its good points without being told. More important, the display had to be so smart in design and so discreet that it would not be out of place in the most exclusive optical goods or jewelry store. It had to be small so as not to obstruct the view of other merchandise.

The display, after careful thought, was designed by Paul Smith, Paul Smith Advertising, Inc. Made of clear lucite, with a base of black lucite, it is entirely cut from stock sizes of plastic, to bring down the manufacturing cost. Red fluorescent plastic is also used for stores that demand more

IF YOU HAVE
ALWAYS HOPED FOR
A
BUSINESS
OF
YOUR OWN



If you can organize an office, a sales force and a territory to follow a plan that has been proven nationally, write us about yourself. That may be the most profitable step in your life.

As a franchised distributor, you will join a nation-wide organization selling a \$200 item directly to consumers on a semi-professional level. You will be called on to render a necessary and respected service to a temperamental clientele generally past fifty.

But the returns are worthwhile. The potential of each of several territories now open will afford you more than a comfortable living. Average distributors earn up to \$15,000 annually. The company advertises nationally and enjoys an outstanding reputation for ethical sales and scientific advances.

You'll need a few thousand dollars as working capital and for stock. A clean record is also essential. You can locate permanently in one territory. Write fully about yourself; why you want to, and think you can operate your own business and make it pay. All replies are confidential. Send your letter to . . .

Box 2614 Sales Management,
386 Fourth Ave., N. Y. C.

high-key sales. The background is engraved with the price and these words: "See Better with a Longview Magnifier." On the background is mounted a piece of paper that looks like a newspaper clipping. This carries a printed sales talk about Longview. The magnifier is held at the correct angle so that the customer passing a window, for instance, can easily read the panel type. In fact, the copy is legible eight feet away.

"First tests," says Edroy management, "were spectacular in results. Not only did sales increase by 100 to 400%, but the display was used in many cases as the central unit for an



SPECTACULAR RESULTS: First tests of this display showed sales up 100-400%.

entire window. Sidewalk surveys indicated that passersby were stopped in their tracks by the magnified type panel. So valuable is the display as a traffic-builder that one chain of New York City drug stores, the Hitchcock Pharmacy, kept a whole window display for five weeks."

Perhaps the most startling result, Edroy reports, is that stores that never previously carried optical goods have begun to stock the Longview Magnifier: drug, book, sporting goods, cutlery, department, gift, retail stationery stores—even architectural and drafting supply stores.

"As a completely unforeseen development," Edroy management adds, "customers themselves have begun to purchase the display. An optical goods store in Baltimore wrote in asking for another display because their original one had been taken by an old lady who uses it propped up on a table, to help her to do her needlework. New markets have opened up to such an extent that we now refer to the display as our silent salesman."

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AID YOUR SALESMEN

To Help Themselves

Self-evaluation chart designed to improve personality, planning and point-of-sale presentations. No cost in quantities up to fifty. Our contribution to "better selling."

THE DONN MASON CO.

20 E. Jackson Blvd., Chicago 4, Ill.

SALES NEGOTIATOR AVAILABLE

Specializing introducing new products—moving surplus—selling output. Perform all phases merchandising, publicity, packaging. Full or part time—national regional. Salary and/or commission. Write fully Box 2621, Sales Management, 386 4th Avenue, New York 16, N. Y.

SALES JR. OR TRAINEE AVAILABLE

Young Man, 25; Recent College Graduate; Business Administration; Some Sales Experience; Sincerely Desires a Position That Offers a Career Opportunity in Sales or Sales Administration; Opportunity of Prime Importance; Salary Secondary; Dynamic. Box 2618, Sales Management, 386 4th Ave., N.Y.C.

ATTENTION MANUFACTURERS.

Manufacturers Representative located in Washington, D. C. selling all U. S. Government Agencies and industrials in Maryland & Virginia for many years would be interested in taking on an additional line, only highest type product will be considered. Please send brochure or catalog also complete details. Write, Box 2619, Sales Management, 386 Fourth Ave., New York, (16) N. Y.

COMMENT

HOW TO MAKE DEALERS SORE

The Goodall Co. has been taking a terrific beating from its dealers in the past fortnight. By noting the incident well, many another manufacturer who must cut prices will spare himself several seasons of dealer ill-will.

On June 24, the Goodall Co. announced to the *public*, that effective July 11, prices on its line of Palm Beach summer clothes would be reduced. It appears that most dealers first learned of the price cuts at the same time that the public—their customers—heard about it. Naturally, dealers were sore as a boil for two reasons: (1) the announcement killed sales at Fair Trade prices until July 11 and, (2) no price protection on inventory, nor opportunity to hold clearance sales.

It takes years to build manufacturer-dealer confidence, but only seconds to rip it up. In the competitive market, every manufacturer needs all the dealer good will he can establish. It's Goodall's misfortune to have made this slip. But perhaps the incident will help others from stubbing their corporate toes.

SELLING'S PUBLIC RELATIONS

The profession of selling is getting a good press. In the past few months we've read a good many articles in newspapers and general magazines on selling. They have put selling in a favorable light. They call attention to selling's economic role. Individual salesmen are portrayed as men of dignity and worthy of respect.

So far so good. Wherever selling has been mentioned recently it has received a good press. This is a natural development because selling is top news now. But there is one fly in the ointment. In relation to the number of articles on production, finance, etc., selling comes out on the short end of the stick. Too often, in articles and discussions of business functions, the role of selling is simply ignored. There's probably no intention of slighting selling. It's just a case of editors and program chairmen not being consciously aware of selling when they plan their editorial menu or program bill of fare.

What can sales executives do to correct this situation?

Fortunately for selling there are many leaders spotted in all parts of the Nation who are well qualified to explain the economic role of the salesman. They can speak—and write—from their own personal experiences and they can draw upon material accumulated by the national voice of selling, the National Sales Executives.

Sales executives are active in many kinds of organizations, associations of the industries they serve, Chambers of Commerce, and community service groups. Omission of selling as a program topic during the year should stand out like a sore thumb. Sales chiefs can suggest specific topics and recommend qualified speakers. Speaking before groups is a stock in trade of the sales executive. On the whole, sales chiefs should outshine all other types of executives in telling the importance of their function in business.

Production processes—a rolling mill or an assembly line—are tangibles and they have inherent dramatic interest for the public. That's why editors of general magazines and newspapers devote so much space to them.

Selling, on the other hand, is an intangible function. But its effect on the public is no less dramatic. The role of selling can be portrayed to the public in a way that is just as newsworthy as the production processes. *Life* clearly demonstrated that in a picture story a few weeks ago. *Life* depicted the function of a traveling salesman—a \$10,000-a-year umbrella salesman. There was high human interest in this story. Without it the story would not have been newsworthy in *Life*. The role of the salesman—the manufacturers' salesman—was spelled out. Clothed in human interest photos and text, the theme of the story achieved a higher readership with the general public than dozens of dead serious speeches on the same subject.

The *Life* example is cited as one way that the role of selling can be put before the masses. Selling makes the fruits of new creations available. It deals with people. So there should be no dearth of varied topics for general interest articles. Individual sales executives and the sales clubs through the N. S. E. could collect good article ideas and make them available to editors.

Is there any reason for selling to hide its light under a bushel?

JOHN L. LEWIS: MARKET CZAR?

It appears that John L. Lewis has taken unto himself another function: to regulate the supply—and the price—of coal.

Just now coal is in over-supply (to a sales minded person it would be under-sold). Accordingly, John L. Lewis has suggested to miners that they work three days a week. The apparent idea: To keep supply and demand in balance, prices unchanged, presumably.

Is this a violation of the anti-trust laws? No, because labor unions are exempt. How do mine owners escape application of the anti-trust laws? If they don't work with Lewis, they're not directly a party to the scheme to control output.

If this situation develops as it has every evidence of doing, aren't both labor and industry conspiring against the public interest? Isn't the soundest approach to the problem of "overproduction" the search for new markets, or at least the desire to compete, to hold, or to win back old markets?

SIGNIFICANT SHORT

Q. Forrest Walker, economist for the world's largest department store, R. H. Macy, guesses that department store sales in 1949 will be 7% below 1948. Mr. Walker notes that store sales declined about 7% in 1920-21, and about 7½% between 1937-38. "There seems to be no good reason now to expect a more radical change," Mr. Walker states.



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*Sales Management's 1949 Copyrighted Survey

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